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Report on Pay Benchmarking

States of Jersey

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States of Jersey - Report on Pay Benchmarking

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Introduction

This report has been commissioned by the States of Jersey (SoJ) of Hassell Blampied Associates (HBA) to identify how its remuneration policies compare in terms of pay, other cash and employment benefits with jobs of similar size and type in the Jersey employment market.

The scope of this report covers employment in the following categories in the local market:

- Clerical
- Financial
- Senior Management
- Manual
- Technical
- Engineering

The underlying databases for this report have been drawn from:

- A subset of participants in HBA's Jersey Finance Sector Survey 2008, for clerical and financial comparators
- A subset of participants in HBA's Jersey Directors and Senior Managers Surveys, 2008/2009, for senior management comparators
- A bespoke survey carried out in May / June 2009 for manual, technical and engineering comparators

The arising data has been related to SoJ pay policies for its Civil Service, Manual Worker and Chief Officer employee groups. SoJ has indicated that it may request HBA to extend the scope of this review to some of its other employee groups, subsequent to the publication of this report.

Remuneration for the purposes of this survey comprises:

- Base Pay (annual salary)
- Bonus and any routine other cash (but not circumstances-dependant pay such as overtime or shift pay)
- The cost of non-cash benefits such as pension schemes, company cars and medical insurance

The value of any shares-based long term incentive plans is excluded.

States remuneration policies for comparison purposes are those effective throughout the 12 months commencing 1 June 2008.

Methodology

Survey Participants

HBA and SoJ agreed a target list of participating organisations at the commencement of the project. Where a potential participant was already a client for HBA's Jersey Surveys, their permission was sought to include their Survey data in this exercise. Where not an existing HBA client, they were approached by HBA specifically to participate. For each new client, as well as for those existing clients from which HBA was seeking data on manual, technical and engineering roles not normally submitted for its published Surveys, an HBA Consultant met face-to-face with a participant company manager for quality assurance purposes, to explain requirements and arrange submission of data.

As agreed with SoJ, each participant will be provided with a brief synopsis of this report following its publication.

The Survey is based on data received on 3,583 jobs from the 45 organisations listed at Appendix 4.

Job Matching

Three complementary approaches to Job Matching have been adopted in order to compile the data for this report:

- For **Clerical and Financial** positions, we have adopted a tabular job matching approach, whereby organisations match their roles against tables comprising generic job descriptors by job function and job level. This approach underpins our Jersey Finance Sector Surveys.
- For **Senior Management** roles, job matching is based on an individual evaluation of each position. The evaluation tool used by HBA for this purpose was originally devised by Employment Conditions Abroad International (ECA), the highly regarded, and amongst the largest, gatherer of information about expatriates and their living conditions worldwide, for their International Management Survey comparisons. This evaluation tool uses consistent factors to compare jobs equally, irrespective of the nature of the job, and results in a "HBA Points Score" expressed as a number, a range of such scores comprising a Job Level. Evaluations are carried out together with knowledgeable members of the participant company, who can explain and assist in the measurement of jobs under consideration. Experience has shown that the evaluations are robust and withstand scrutiny in terms of consistency, both within each organisation and externally. This approach has successfully underpinned our Jersey Directors and Senior Managers Survey for some 14 years.
- For matching **Manual, Technical and Engineering** roles, HBA developed, in consultation with SoJ, a bespoke Job Matching Table indicating skill levels, people management responsibilities and example job titles at each HBA Job Level.

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Data has been collated in terms of Base Pay, Total Cash and Total Package in table format, and information is also provided about sample sizes. Comparisons are made against lower quartile, median and upper quartile where sample size exceeds 5; for samples of 5 and under, comparisons are made against average (and we would caution against over-reliance on such in view of the small sample size). In some cases where data is sparse, data in adjacent Job Levels has been merged to protect participant confidentiality.

In HBA's terminology, "Total Cash" comprises Base Pay (or annual salary) plus other cash payments (primarily annual bonus). "Total Package" comprises Total Cash plus an estimate of the cost of non-cash benefits.

For SoJ employment:

- Base Pay comparisons have been made at the maximum and minimum rates in each relevant SoJ grade range
- Total Cash is assumed to equal Base Pay
- Total Package is assumed to equal Base Pay plus $0.136 \times$ Base Pay (pension cost) plus $24 / 252 \times$ Base Pay (Annual Leave cost).

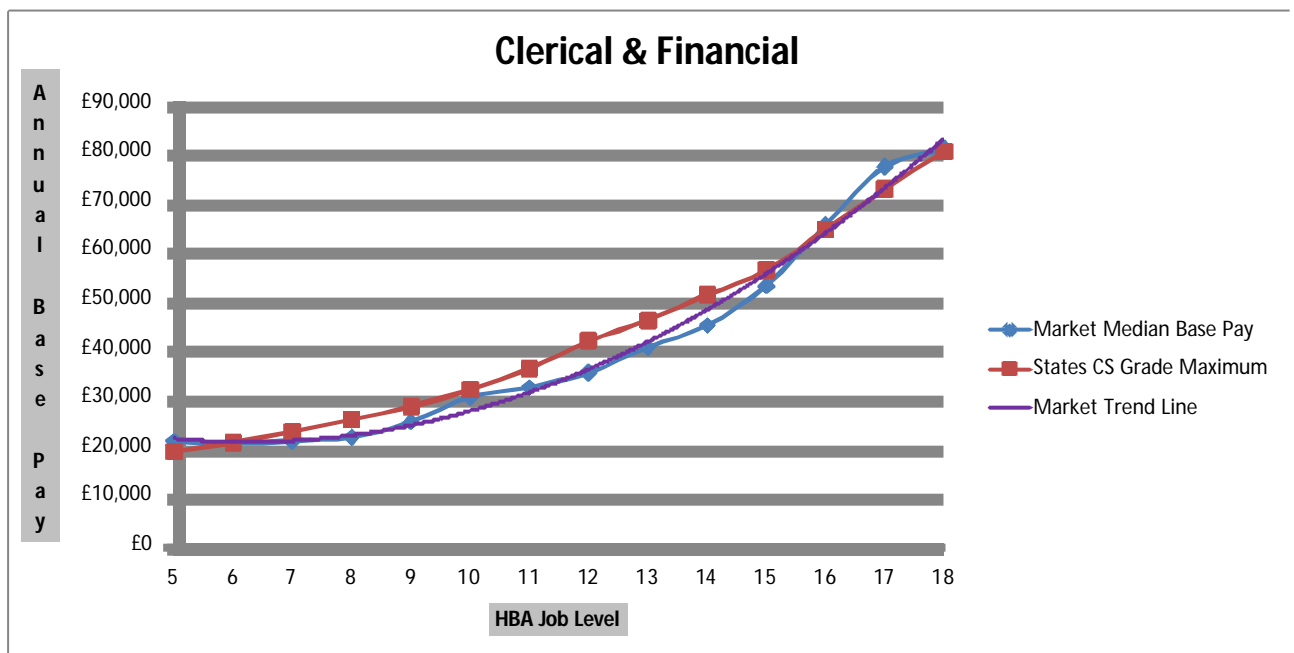
In some cases, data in contiguous job levels within a job family appears inconsistent. This is to an extent inevitable in a survey such as this that reflects the sum of decisions taken by a number of different employers acting independently of each other. The survey attempts to reflect the market, not to design it! Any inconsistencies may usually be eliminated by reducing the number of job levels used for job matching (e.g. combining data for adjacent job levels) but as the cases of inconsistency are small in number of occurrences we have not adopted this approach, as it would reduce the richness of the individual job family data. An alternative approach, which we have adopted in the text of this report, is to draw a trendline through a particular set of data and, when interpreting the data, to refer to that as well as to particular job level data.

Findings

SoJ Market Positioning: Base Pay

Clerical and Financial roles

The maximum base salary points in SoJ Civil Service Grades 5 to 11 (HBA Job Levels 8 to 14) are above the market median trend line. A more detailed grade-by-grade analysis of SoJ Civil Service grade minima and maxima is shown at Appendix 2.

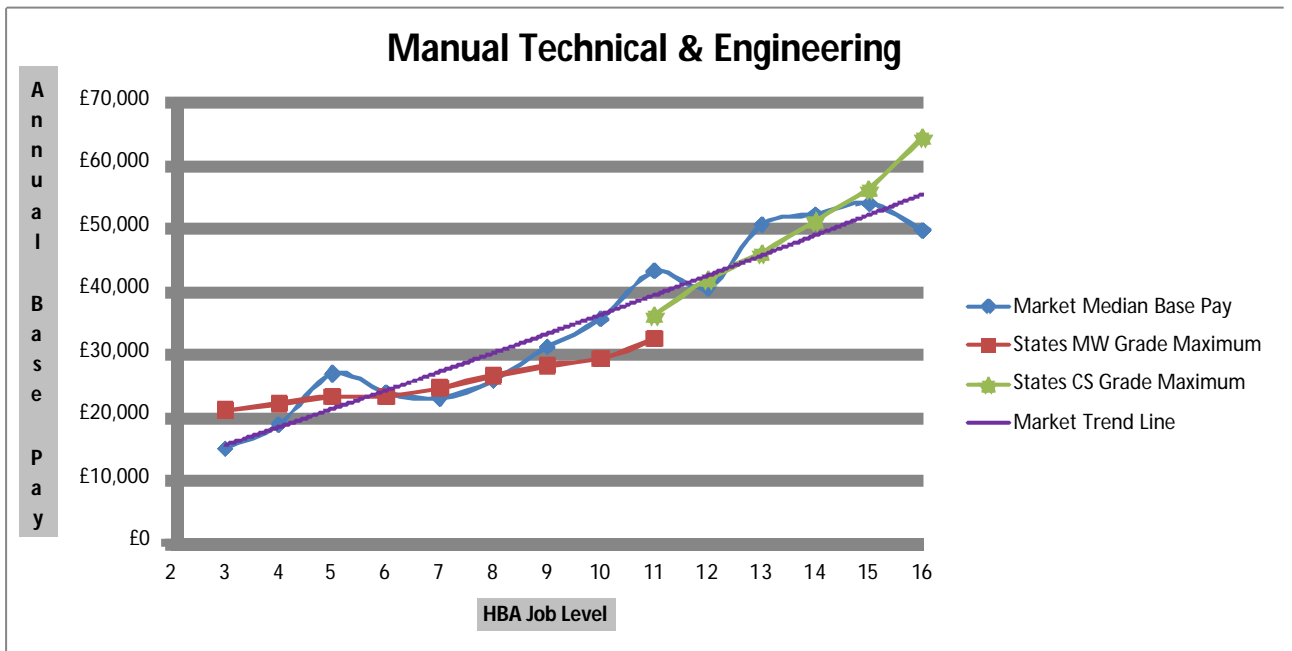


Manual, Technical and Engineering roles

The maximum base salary points in SoJ Manual Worker Grades 2 and 3 (HBA Job Levels 3 and 4) are above the market median trend line, whereas the maximum base salary points in SoJ Manual Worker Grades 5 to 8 and for Grade 8 (chargehand) (HBA Job Levels 7 to 11) are below the market median trend line. Note however that the maximum SoJ base salary points are near the actual market practice line for the significant (in terms of number of SoJ employees) SoJ Manual Worker Grades 5 and 6 (HBA Job Levels 7 and 8).

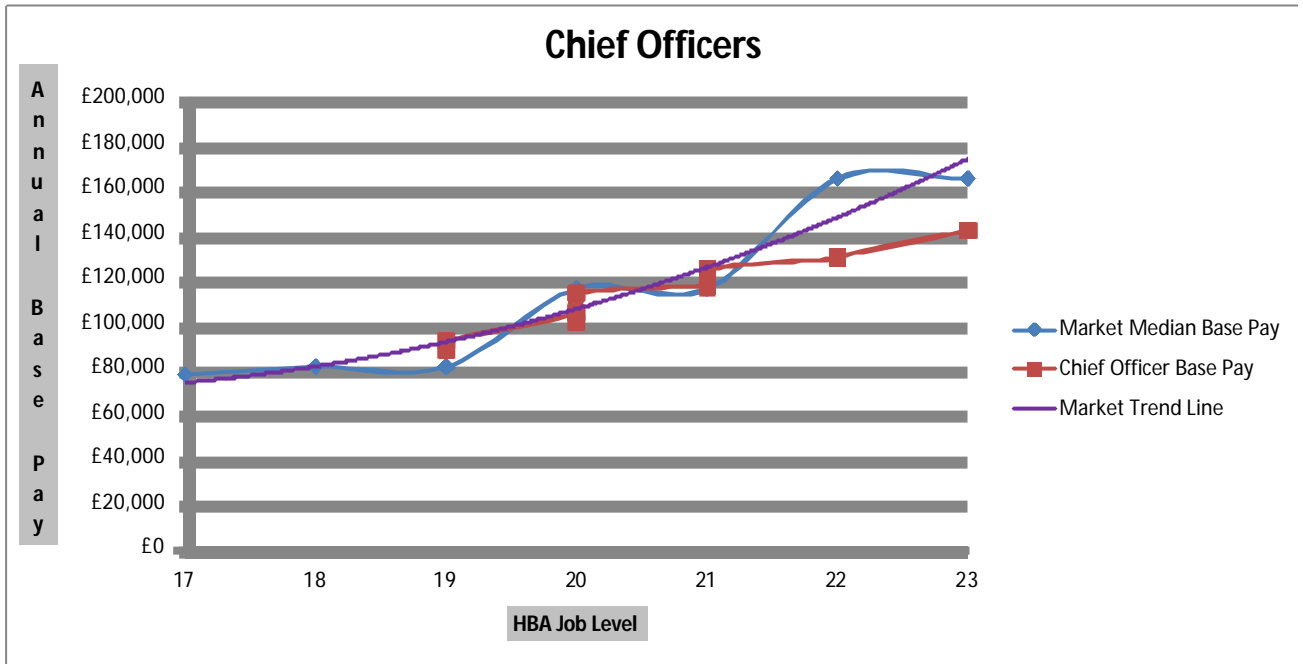
For SoJ Civil Service roles in these categories, the maximum base salary point in SoJ Civil Service Grade 8 (HBA Job Level 11) is below the market median trend line, and the maximum base salary points in SoJ Civil Service Grades 11 to 13 (HBA Job Levels 14 to 16) are above the market median trend line.

A more detailed grade-by-grade analysis of SoJ Manual Worker grade minima and maxima is shown at Appendix 2.



Chief Officer roles

The actual base salaries for SoJ Chief Officers are broadly in line with the market median trend line except for the highest level roles (HBA Job Levels 22 and 23) where they fall below the trend line:



SoJ Market Positioning: Total Cash

“Total Cash” comprises base pay, annual variable bonus earned in the preceding 12 months and any other routine cash payments (excluding circumstances-dependant pay such as overtime, shift etc.).

Because SoJ remuneration does not comprise any such earnings, Total Cash for SoJ roles is identical to Base Pay. It follows that the market positioning of SoJ Grades and individuals in respect of Total Cash is broadly lower than that in respect of Base Pay, to the extent of bonus and other cash earnings paid in the market at each Job Level.

It should be noted that survey comparators comprise a number of financial services organisations, which traditionally deliver a higher proportion of Total Cash as variable pay than is the case in most other sectors of the economy. Further, the data in the comparator sample relates to bonuses paid in the 12 months to 1 July 2008, which in turn reflects financial services organisations’ business performance prior to the impact of the global financial crisis.

The impact of market practice in terms of variable cash payments additional to Base Pay is shown in the detailed analyses at Appendix 2. The impact increases with Job Level, and with the proportion of financial services organisations providing data for the relevant Job Family. Hence it is more apparent for SoJ Civil Service than for Manual Worker grades, and more so again for higher Civil Service grades than lower. Despite the impact of variable cash in the market, the maximum salary points in SoJ Civil Service grades 4 through to 11 remain at or higher than market median Total Cash.

Market practice at levels comparable to the most senior SoJ Civil Service Grades is such that market median Total Cash at HBA Job Level 15 (Civil Service Grade 12) is £7,050 (13.4%) above market median Base Pay. At HBA Job Level 16 (Civil Service Grade 13) the difference is £6,000 (9.2%), at HBA Job Level 17 (Civil Service Grade 14) it is £14,032 (18.3%), and at HBA Job Level 18 (Civil Service Grade 15) it is £18,153 (22.6%).

The impact is higher yet at Chief Officer levels, where jobholders in the higher positions in many of the financial services sector market comparator organisations receive proportionately higher bonuses (and may additionally benefit from deferred remuneration opportunities delivered through share-based Long Term Incentive Plans).

SoJ Market Positioning: Total Package

“Total Package” comprises Total Cash plus an estimate of the cost of the non-cash benefits calculated according to each survey participants’ policy for each HBA Job Level:

- Pension
- Life Insurance
- Car
- Parking
- Medical
- PHI
- Mortgage subsidy
- Loans subsidy
- Annual Leave
- Travel
- Flexible benefits

For SoJ employment, Total Package is assumed to equal Base Pay plus 0.136 x Base Pay (pension cost) plus 24 / 252 x Base Pay (Annual Leave cost).

For clerical and financial roles, the SoJ’s relatively generous pension provision largely balances in cost terms the market-normal provision of other non-cash benefits such as private medical insurance. Hence there is limited disparity between the positioning of SoJ Civil Service grade maxima against market TotalCash and market Total Package, although this is more apparent at some Job levels than others. At the more senior levels (Civil Service grade 13 / HBA Job Level 16 and above), these comparisons start to include provision of company cars or car allowances and free parking.

For manual, technical and engineering roles, market provision of non-cash benefits is less generous, both in terms of pension availability and cost, and of typical annual leave. There are also less additional benefits provided. Hence, for SoJ Manual Worker grades, the disparity between the positioning of SoJ grade maxima against market Total Cash and market Total Package is for some Job levels reversed (i.e. SoJ market positioning “improves”).

Of the 44 organisations that took part in the survey, 17 submitted data that fell into both the manual/technical and clerical role categories. 65% of these companies (11 of the 17) operated a traditional “dual status” policy, in that the benefits provided as between manual/technical and clerical roles differed in terms of working hours per week and / or benefits categories. The remainder appear to operate a “single status” policy across all employees.

A more detailed grade-by-grade analysis of the above in cash terms is shown at Appendix 2, an overall analysis of SoJ benefits provision as compared to market-normal provision is given at Appendix 3.

Conclusions

Three main conclusions can be drawn from our findings concerning SoJ's remuneration practices relative to market-normal practice. We indicate below the risks which we perceive may arise as a consequence of these "different from market" approaches adopted by SoJ:

- SoJ's pay policy is in general higher relative to market norms at the lower end of its pay scales than at the higher end
- SoJ's cash remuneration predominantly comprises Base Pay
- SoJ's pay scales comprise an unusually large number of job levels (grades)

SoJ's pay policy is in general higher relative to market norms at the lower end of its pay scales than at the higher end

This is especially the case for manual, technical and engineering roles, where it risks leading to challenges in the recruitment and retention of skilled employees.

Further, relatively higher pay in the lower scales could lead to complacency, in that it may lead to a blunting of ambition to acquire new skills amongst SoJ's workforce. The acquisition of new skills requires considerable application and effort by the individual concerned, and while the motivation to achieve new skills is to an extent based on personal pride and satisfaction, the potential improvement in earnings that may be expected to flow once the new skills are acquired is also of major significance. A flatter than market relationship between skills and pay, as is demonstrated in our survey results, may also lead to SoJ losing newly qualified employees to the market for higher (market-based) remuneration.

SoJ's cash remuneration predominantly comprises Base Pay

Total remuneration packages typically comprise one or more of four categories of pay:

- Base Pay (salary or guaranteed pay)
- Bonus (variable pay)
- Non-cash benefits - not part of cash remuneration
- Long Term Incentive Plans for senior management – not part of cash remuneration

Of the two cash elements, Base Pay essentially represents the "input" cost of a remuneration package – the price that a particular organisation needs to pay to acquire and retain a set of skills and experience in a particular employment market.

Bonus essentially represents pay for "output" – recognition of the extent to which a jobholder has put his or her skills and experience to productive use in furthering the organisation's objectives.

SoJ's position is that it pays only for input, not output. The assumption is that the skills that it buys in the market will be put to good use by its employees, but it does not offer any financial recognition, reward or reinforcement for those employees that achieve this, nor any financial sanction (reducing or eliminating an "expected" bonus) for those that fail to do so. The only sanction available, being the withholding of a grade increment for an employee not already on his / her grade maximum is, we understand, rarely deployed.

There is a clear risk, arising from the lack of differential recognition of differential performance, that SoJ's best performers may become de-motivated, and may either drift into mediocre levels of performance or take their skills elsewhere for higher potential reward.

There is potential scope to introduce pay for "output" without increasing total cash remuneration costs, over a period of time, by diverting the cost of annual base pay increases and possibly annual increments to appropriate bonus pools for distribution against "output" measures. This would, however, require the adoption of a new strategic approach to pay and recognition in the public service.

SoJ's pay scales comprise an unusually large number of grades

HBA's experience in consulting to private sector financial services organisations is that they almost all require fewer internal job levels (grades) than the number offered in our surveys, in some cases up to half as many. Many have achieved their current structures through a process of de-layering and creating flatter organisation structures over the past ten to twenty years.

SoJ has about the same number of grades as HBA Job Levels, having not been through such a de-layering exercise in this period. Its philosophical position is based on a desire to recognise, by separate grades, each perceptibly different level of job weight of pre-existing jobs. Its resulting pay structure design is **individual job-driven**.

Conversely, in a de-layered structure, the philosophical starting point is a determination of how many organisational layers are required to optimise organisational effectiveness. Each layer must be justified in terms of the distinct value it adds to the organisation's work. Jobs are designed to fit the determined number of layers, and there is usually a strong emphasis on empowering the jobholders in each layer to take decisions appropriate to that layer. The resulting pay structure design is **organisation needs-driven**, and typically comprises fewer discrete levels than a job-driven structure. A secondary benefit flowing from de-layering is that the smaller number of pay grade boundaries results in less pressure on the job evaluation mechanism.

In practice, many organisations drove their de-layering initiatives by starting from a review of their pay structures. By (perhaps somewhat crudely) combining adjacent grades up and down the pay structure, cases of apparently redundant organisation levels could be readily identified by the fact of some jobs appearing in the same (new) pay grade as that of their immediate boss, and actions to re-organise department structures could be taken accordingly.

Further, SoJ's pay grades are designed with minimal overlap between adjacent grades. Compounded by the unusually large number of grades, this means that the pay range in each grade is unusually short. As a consequence most job holders have achieved the maximum salary for their pay range as they can do so in a relatively short space of time (three years). As a result, there is no scope for recognition of differential levels of performance through differential salary, which risks magnifying the potentially adverse implications of the lack of a variable pay (bonus) mechanism as discussed above.

Additionally, there is almost no scope, within such short grade pay scales, to respond to real differences in market levels of pay between job families – as illustrated in Appendix 1 to this report. As a consequence, whereas SoJ may satisfactorily recruit and retain one set of skills in the market, the identical salary may be insufficient to attract skills on which market forces of supply and demand have placed a higher value, given the same assessment of job weight in each case.

Commentary on Market Positioning

In order to assist SoJ in determining its response to the findings of this report, we offer some thoughts below on organisation and individual positioning in the market, which may help address the issue of where SoJ **should be** positioned (as opposed to where it **is** positioned).

Organisation Positioning

In general, organisations where the perceived “career risk” associated with frequent organisation change, rapidly evolving competing business models, or particularly ambitious shareholder-driven financial performance targets is greater than the norm may need to offer packages above mid-market; conversely an organisation perceived as more “stable” may continue to attract sufficient talent from the market while offering packages that are generally below median. Further, organisations operating in physical or fiscal environments generally perceived as relatively attractive may likewise continue to attract sufficient talent from the market while offering packages that are generally below median.

SoJ offers a number of “stability” factors which suggest that its market positioning should not normally need to exceed market median levels of Base Pay, in particular:

- Continuation of a defined benefit pension benefit, both for current and new employees
- Clear policies to avoid involuntary redundancies – of particular importance considering recent announcements from some private sector organisations
- When recruiting from outside the island, Jersey can be presented as an attractive location in both physical and fiscal terms

These features may be sufficient largely to mitigate the absence of variable pay plans in terms of SoJ’s total remuneration value, leading to an acceptable market positioning in terms of Total Cash (though they would of course **not** mitigate the risks of non-realisation of potential behavioural gains arising from such plans, as discussed above).

Individual Positioning

The “market” for salaries is always reflected as a range of data representing actual pay practice. Whether a particular jobholder’s pay is high or low within that range is not of itself necessarily an issue. The point of interest is whether there is a defensible rationale for that positioning. For example:

- If someone is newly promoted to their job, it would be reasonable for their salary to be towards the lower end of the market range for their role, reflecting that their skills and experience may require a degree of development before they are able perform at the full level required in their new role;
- If someone is highly experienced in their role, it would be reasonable for their salary to be towards the upper end of the market range, reflecting that their skills and experience (and therefore their marketability) may be above the basic requirements for satisfactory performance in their role;

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- If someone is particularly valued for their contribution outside the normal boundaries of their role, or as a potential successor to a key, more senior, role in the future, then once again it would be reasonable for their salary to be towards the upper end of the market range for their job.

The relative shortness of SoJ's pay scales renders almost impossible the fine-tuning of individual pay which is necessary to achieve these individual positioning objectives.

Appendix 1 – Market Job Data Tables - All Jobs Tables

All Jobs - Clerical and Financial Roles

Job Level (Companies)	(Participants)	Pay					Total Cash	Benefits	Total Package	
		Base Pay	Allowances	Perf Rel	Profit Rel	Other Cash		Benefits Value	Total Value	
5	24	UQ	£ 21,000	-	£ 827	-	-	£ 21,808	£ 6,246	£ 26,373
		Median	£ 21,000	-	£ 808	-	-	£ 21,808	£ 4,565	£ 26,373
		Average	£ 19,477	-	£ 876	-	-	£ 20,060	£ 5,233	£ 25,293
		LQ	£ 16,734	-	£ 808	-	-	£ 17,674	£ 4,565	£ 23,550
6	85	UQ	£ 22,000	-	£ 1,889	£ 1,012	-	£ 22,000	£ 5,033	£ 27,098
		Median	£ 20,420	-	£ 1,104	£ 821	-	£ 21,590	£ 4,571	£ 25,901
		Average	£ 20,314	-	£ 1,273	£ 798	£ 1,340	£ 20,981	£ 4,673	£ 25,654
		LQ	£ 18,000	-	£ 632	£ 561	-	£ 18,132	£ 3,901	£ 22,670
7	138	UQ	£ 23,370	-	£ 1,471	£ 1,428	£ 1,600	£ 25,066	£ 6,808	£ 31,308
		Median	£ 21,000	-	£ 1,041	£ 1,158	£ 1,415	£ 21,771	£ 5,664	£ 26,970
		Average	£ 21,073	-	£ 1,146	£ 1,172	£ 1,308	£ 21,879	£ 5,627	£ 27,506
		LQ	£ 17,375	-	£ 568	£ 915	£ 1,415	£ 17,900	£ 4,728	£ 23,486
8	319	UQ	£ 25,266	-	£ 2,000	£ 1,334	£ 1,450	£ 26,421	£ 6,457	£ 33,109
		Median	£ 21,711	-	£ 1,720	£ 657	£ 892	£ 23,000	£ 5,303	£ 28,730
		Average	£ 22,889	£ 4,396	£ 1,654	£ 924	£ 1,159	£ 24,015	£ 5,799	£ 29,813
		LQ	£ 19,879	-	£ 1,000	£ 620	£ 827	£ 20,500	£ 4,809	£ 25,345
9	349	UQ	£ 27,014	-	£ 2,864	£ 787	£ 1,099	£ 30,095	£ 6,607	£ 36,952
		Median	£ 24,772	-	£ 1,800	£ 729	£ 980	£ 26,792	£ 5,998	£ 32,916
		Average	£ 25,079	£ 2,333	£ 2,381	£ 781	£ 1,230	£ 27,104	£ 6,123	£ 33,228
		LQ	£ 21,996	-	£ 1,188	£ 709	£ 948	£ 23,811	£ 5,275	£ 29,315
10	283	UQ	£ 32,500	-	£ 2,717	-	£ 1,842	£ 34,495	£ 7,848	£ 41,985
		Median	£ 30,000	-	£ 1,520	-	£ 1,600	£ 31,440	£ 7,085	£ 38,792
		Average	£ 29,514	-	£ 1,951	£ 1,101	£ 1,692	£ 30,975	£ 7,108	£ 38,083
		LQ	£ 26,355	-	£ 1,145	-	£ 1,575	£ 27,500	£ 6,141	£ 33,948
11	308	UQ	£ 35,200	£ 9,031	£ 4,255	£ 960	£ 2,407	£ 38,113	£ 7,970	£ 46,362
		Median	£ 31,914	£ 5,061	£ 2,695	£ 891	£ 1,224	£ 35,113	£ 7,202	£ 42,388
		Average	£ 32,072	£ 6,057	£ 3,221	£ 1,029	£ 2,012	£ 35,106	£ 7,429	£ 42,536
		LQ	£ 28,911	£ 4,000	£ 1,482	£ 854	£ 1,149	£ 31,882	£ 6,778	£ 39,279
12	213	UQ	£ 40,000	-	£ 4,550	£ 1,984	£ 4,070	£ 42,454	£ 9,563	£ 53,148
		Median	£ 34,900	-	£ 3,000	£ 1,794	£ 3,000	£ 37,484	£ 8,336	£ 45,753
		Average	£ 35,811	£ 2,790	£ 3,831	£ 1,589	£ 2,885	£ 38,583	£ 8,699	£ 47,282
		LQ	£ 30,900	-	£ 1,825	£ 1,361	£ 2,000	£ 33,120	£ 7,255	£ 40,400
13	236	UQ	£ 45,000	£ 10,000	£ 5,697	£ 1,283	£ 3,966	£ 50,459	£ 10,867	£ 61,718
		Median	£ 40,094	£ 8,075	£ 4,050	£ 1,177	£ 1,813	£ 44,468	£ 9,420	£ 54,219
		Average	£ 40,602	£ 7,537	£ 4,580	£ 1,562	£ 2,667	£ 44,956	£ 10,067	£ 55,023
		LQ	£ 35,500	£ 5,250	£ 2,500	£ 1,109	£ 1,519	£ 39,038	£ 8,333	£ 47,901
14	180	UQ	£ 50,000	-	£ 6,033	£ 2,308	£ 4,165	£ 55,425	£ 14,284	£ 69,005
		Median	£ 44,500	-	£ 4,736	£ 1,493	£ 2,548	£ 48,727	£ 10,990	£ 61,503
		Average	£ 44,902	£ 11,782	£ 5,704	£ 2,780	£ 2,896	£ 49,869	£ 12,355	£ 62,223
		LQ	£ 39,071	-	£ 2,896	£ 1,330	£ 1,777	£ 42,447	£ 9,462	£ 52,791
15	150	UQ	£ 60,000	-	£ 9,869	£ 1,792	£ 5,000	£ 66,469	£ 16,443	£ 83,217
		Median	£ 52,500	-	£ 6,471	£ 1,553	£ 4,309	£ 59,550	£ 13,468	£ 73,357
		Average	£ 53,548	£ 18,200	£ 7,412	£ 1,870	£ 3,914	£ 59,216	£ 13,614	£ 72,831
		LQ	£ 48,676	-	£ 3,648	£ 800	£ 2,382	£ 49,795	£ 8,879	£ 58,469
16	107	UQ	£ 73,500	-	£ 13,500	£ 4,000	£ 6,980	£ 84,900	£ 20,022	£ 102,892
		Median	£ 65,000	-	£ 10,000	£ 2,560	£ 6,070	£ 71,000	£ 16,265	£ 90,800
		Average	£ 64,448	-	£ 10,573	£ 5,206	£ 5,626	£ 72,632	£ 16,908	£ 89,541
		LQ	£ 53,280	-	£ 6,660	£ 2,023	£ 4,595	£ 58,500	£ 12,897	£ 72,843

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All Jobs - Manual, Technical and Engineering Roles

Job Level (Companies)	(Participants)	Pay						Benefits	Total Package	
		Base Pay	Allowances	Perf Rel	Profit Rel	Other Cash	Total Cash	Benefits Value	Total Value	
3		UQ	£ 17,227	-	-	-	-	£ 17,227	£ 2,906	£ 19,504
		Median	£ 14,420	-	-	-	-	£ 14,420	£ 2,093	£ 16,932
		Average	£ 15,164	-	-	-	-	£ 15,164	£ 2,246	£ 17,409
		LQ	£ 13,000	-	-	-	-	£ 13,000	£ 1,032	£ 14,032
4	8	UQ	£ 21,512	-	-	-	-	£ 21,512	£ 5,574	£ 27,086
		Median	£ 18,301	-	-	-	-	£ 18,301	£ 1,589	£ 20,655
		Average	£ 19,810	-	-	-	£ 2,664	£ 19,874	£ 3,535	£ 23,408
		LQ	£ 16,437	-	-	-	-	£ 16,437	£ 652	£ 17,089
5		UQ	£ 26,333	-	-	-	£ 1,317	£ 27,650	£ 6,142	£ 33,792
		Median	£ 26,333	-	-	-	£ 1,317	£ 27,650	£ 6,142	£ 33,792
		Average	£ 24,678	-	-	£ 1,291	£ 1,274	£ 25,814	£ 5,576	£ 31,390
		LQ	£ 26,000	-	-	-	£ 1,300	£ 27,300	£ 6,064	£ 33,364
6		UQ	£ 25,844	-	-	£ 931	-	£ 26,232	£ 5,969	£ 31,531
		Median	£ 23,311	-	-	£ 931	-	£ 24,360	£ 5,124	£ 29,119
		Average	£ 23,973	-	-	£ 668	£ 1,307	£ 24,425	£ 5,305	£ 29,729
		LQ	£ 21,857	-	-	£ 302	-	£ 22,158	£ 4,915	£ 27,282
7		UQ	£ 25,000	-	-	£ 1,458	-	£ 25,000	£ 5,502	£ 29,433
		Median	£ 22,464	-	-	£ 1,016	-	£ 22,464	£ 4,433	£ 28,197
		Average	£ 23,479	-	-	£ 949	£ 1,143	£ 23,663	£ 3,761	£ 27,424
		LQ	£ 21,541	-	-	£ 302	-	£ 21,541	£ 855	£ 22,396
8		UQ	£ 29,306	-	-	£ 1,465	-	£ 30,551	£ 6,089	£ 37,023
		Median	£ 25,225	-	-	£ 643	-	£ 25,225	£ 5,113	£ 30,321
		Average	£ 26,967	-	-	£ 845	£ 1,348	£ 27,151	£ 4,250	£ 31,401
		LQ	£ 24,460	-	-	£ 304	-	£ 24,516	£ 1,001	£ 26,226
9		UQ	£ 33,724	-	£ 716	£ 1,468	£ 8,392	£ 36,349	£ 10,117	£ 44,115
		Median	£ 30,551	-	£ 690	£ 1,465	£ 2,664	£ 30,909	£ 9,261	£ 39,957
		Average	£ 31,692	-	£ 656	£ 1,284	£ 4,138	£ 32,587	£ 7,648	£ 40,235
		LQ	£ 29,063	-	£ 604	£ 1,017	£ 2,131	£ 29,470	£ 5,306	£ 34,125
10		UQ	£ 40,992	-	-	£ 3,796	-	£ 41,618	£ 12,377	£ 52,721
		Median	£ 34,980	-	-	£ 1,719	-	£ 36,706	£ 7,718	£ 44,577
		Average	£ 36,850	-	£ 517	£ 3,008	£ 1,805	£ 37,784	£ 8,135	£ 45,918
		LQ	£ 31,988	-	-	£ 1,196	-	£ 34,641	£ 4,258	£ 39,090
11		UQ	£ 42,615	-	£ 825	-	-	£ 43,432	£ 9,222	£ 52,654
		Median	£ 42,615	-	£ 667	-	-	£ 43,079	£ 9,222	£ 52,302
		Average	£ 41,495	-	£ 723	£ 4,065	£ 2,111	£ 42,110	£ 9,124	£ 51,235
		LQ	£ 39,768	-	£ 572	-	-	£ 40,268	£ 8,864	£ 48,874
12		UQ	£ 46,128	-	£ 893	£ 1,445	£ 2,500	£ 46,937	£ 9,982	£ 56,919
		Median	£ 40,000	-	£ 781	£ 302	£ 2,500	£ 42,500	£ 7,011	£ 47,499
		Average	£ 36,718	-	£ 744	£ 739	£ 2,500	£ 37,339	£ 7,653	£ 44,991
		LQ	£ 28,656	-	£ 670	£ 301	£ 2,500	£ 28,881	£ 4,690	£ 34,815
13		UQ	£ 58,665	-	-	-	-	£ 65,704	£ 16,901	£ 82,605
		Median	£ 49,931	-	-	-	-	£ 51,092	£ 10,805	£ 61,897
		Average	£ 50,232	-	£ 1,161	£ 3,105	£ 7,388	£ 55,107	£ 11,228	£ 66,335
		LQ	£ 38,698	-	-	-	-	£ 42,218	£ 4,692	£ 46,499
14		UQ	£ 58,430	-	£ 3,252	£ 1,881	-	£ 61,333	£ 12,645	£ 73,978
		Median	£ 51,650	-	£ 2,903	£ 1,800	-	£ 53,900	£ 11,177	£ 65,077
		Average	£ 50,706	-	£ 3,466	£ 2,408	£ 8,781	£ 53,310	£ 11,653	£ 64,963
		LQ	£ 38,000	-	£ 2,687	£ 1,000	-	£ 43,700	£ 8,095	£ 50,439
15		UQ	£ 62,707	-	-	-	£ 4,000	£ 65,603	£ 14,744	£ 81,577
		Median	£ 53,333	-	-	-	£ 4,000	£ 57,333	£ 8,051	£ 63,750
		Average	£ 58,315	-	£ 7,155	£ 2,160	£ 4,000	£ 61,687	£ 11,895	£ 73,582
		LQ	£ 53,333	-	-	-	£ 4,000	£ 57,333	£ 6,417	£ 63,750
16	6	UQ	£ 68,441	-	-	-	-	£ 73,175	£ 15,930	£ 88,898
		Median	£ 49,103	-	-	-	-	£ 50,114	£ 12,687	£ 61,990
		Average	£ 57,276	-	£ 6,018	£ 1,301	-	£ 59,933	£ 12,575	£ 72,508
		LQ	£ 47,319	-	-	-	-	£ 49,105	£ 9,873	£ 58,139

All Jobs - Senior Management Roles

Job Level (Companies)	HBA Points Range (Participants)	Pay					Benefits	Total Package	
			Base Pay	Perf Rel	Profit Rel	Other Cash	Total Cash	Benefits Value	Total Value
17	106 - 115	UQ	£86,959	£19,109	-	-	£106,469	£ 25,433	£ 129,481
		Median	£76,796	£15,979	-	-	£90,828	£ 20,261	£ 111,553
		Average	£77,411	£16,299	£11,517	£2,048	£90,519	£ 20,855	£ 111,374
		LQ	£62,688	£14,600	-	-	£68,163	£ 13,602	£ 80,939
18	116 - 127	UQ	£ 85,312	£ 25,000	£ 20,906	-	£ 106,640	£ 29,029	£ 131,787
		Median	£ 80,391	£ 15,000	£ 19,575	-	£ 98,544	£ 23,644	£ 125,317
		Average	£ 78,870	£ 16,674	£ 12,220	£ 6,356	£ 92,170	£ 24,525	£ 116,695
		LQ	£ 67,939	£ 9,539	£ 1,500	-	£ 75,212	£ 19,308	£ 95,584
19	128 - 140	UQ	£ 97,261	£ 31,850	£ 9,067	£ 20,250	£ 123,255	£ 26,715	£ 143,592
		Median	£ 80,199	£ 24,325	£ 3,806	£ 18,000	£ 97,500	£ 18,014	£ 117,907
		Average	£ 81,959	£ 26,100	£ 7,790	£ 17,264	£ 102,278	£ 20,772	£ 123,050
		LQ	£ 60,000	£ 12,028	£ 3,806	£ 18,000	£ 78,000	£ 13,480	£ 91,480
20 & 21	141 - 169	UQ	£ 137,000	£ 73,825	£ 9,678	-	£ 176,455	£ 42,160	£ 222,653
		Median	£ 115,076	£ 30,000	£ -	£ -	£ 141,244	£ 33,169	£ 179,658
		Average	£ 126,936	£ 52,626	£ 6,705	£ -	£ 169,397	£ 33,751	£ 203,149
		LQ	£ 97,922	£ 16,179	£ -	£ -	£ 112,033	£ 23,261	£ 134,977
22 & 23	170 - 206	UQ	£ 175,305	£ 65,000	-	-	£ 244,095	£ 60,262	£ 322,184
		Median	£ 164,154	£ 50,000	-	-	£ 203,915	£ 41,198	£ 251,398
		Average	£ 168,624	£ 72,760	£ 24,372	£ -	£ 234,801	£ 48,404	£ 283,205
		LQ	£ 130,783	£ 39,373	-	-	£ 177,240	£ 38,890	£ 209,197
14	26								
13	26								
19	42								
24	40								
10	11								

Job Families - Clerical and Financial Roles

JOB LEVEL DEFINITIONS - Secretarial Family (Code: SEC)

Level	Definition
6	A multi-skilled typist capable of working to a high standard, perhaps with graphics.
7	A combination job which associates basic clerical, reception or telephone duties with multi-skilled typing.
8	A post which also provides basic secretarial services (filing, message taking, travel arranging, diary keeping and call screening) for a group of staff. Often known as a team/department secretary.
9	The basic confidential secretarial job which provides a service to one or more managers/professionals. Includes some administration duties.
10	A more senior position working for one or more senior managers / professionals and thus dealing with more sensitive matters. May have responsibilities for other secretarial staff and/or office administrative duties, often dealing with more complex matters.
11	A Personal Assistant - the distinguishing characteristic being that the jobholder acts executively on behalf of a senior manager / professional on a range of business matters at a relatively complex level, only referring back in difficult cases. In legal firms will work for Senior Partners. May have other secretaries reporting in.
12	A highly professional and widely competent Personal Assistant to the most senior managing director / professional for a large organisation. Will have extensive knowledge of the organisation and be able to support the manager by producing information, reports for meetings etc.

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Secretarial Family (Code: SEC)

Job Level (Companies)	(Participants)	Pay					Total Cash	Benefits	Total Package	
		Base Pay	Allowances	Perf Rel	Profit Rel	Other Cash		Benefits Value	Total Value	
6 & 7		UQ	£ 28,350	-	-	-	-	£ 29,440	£ 5,898	£ 35,338
		Median	£ 25,299	-	-	-	-	£ 26,311	£ 5,244	£ 31,555
		Average	£ 24,041	-	£ 1,046	£ 1,110	-	£ 24,981	£ 5,004	£ 29,985
		LQ	£ 21,358	-	-	-	-	£ 22,319	£ 4,415	£ 26,721
4	8	UQ	£ 29,849	-	£ 2,200	-	-	£ 31,256	£ 7,890	£ 40,482
		Median	£ 26,410	-	£ 1,500	-	-	£ 28,391	£ 5,885	£ 35,023
		Average	£ 26,815	-	£ 1,693	£ 1,533	£ 2,368	£ 28,198	£ 6,641	£ 34,839
		LQ	£ 25,125	-	£ 1,029	-	-	£ 26,091	£ 5,404	£ 31,405
8	18	UQ	£ 30,859	-	£ 2,054	-	-	£ 31,932	£ 8,096	£ 38,938
		Median	£ 29,850	-	£ 1,200	-	-	£ 30,604	£ 7,419	£ 37,372
		Average	£ 29,533	-	£ 1,602	-	£ 3,220	£ 30,564	£ 7,464	£ 38,028
		LQ	£ 26,152	-	£ 1,151	-	-	£ 26,702	£ 6,197	£ 34,727
9	28	UQ	£ 33,570	-	£ 2,717	-	-	£ 35,407	£ 7,856	£ 43,324
		Median	£ 31,800	-	£ 1,362	-	-	£ 33,160	£ 7,318	£ 40,179
		Average	£ 31,632	-	£ 1,787	-	£ 1,104	£ 33,059	£ 7,390	£ 40,449
		LQ	£ 30,000	-	£ 1,013	-	-	£ 30,784	£ 6,704	£ 38,175
10	122	UQ	£ 36,400	-	£ 2,247	-	-	£ 38,008	£ 9,180	£ 46,809
		Median	£ 34,880	-	£ 1,573	-	-	£ 36,000	£ 7,834	£ 44,266
		Average	£ 34,245	-	£ 2,447	£ 2,376	£ 1,050	£ 36,182	£ 8,213	£ 44,395
		LQ	£ 32,481	-	£ 1,327	-	-	£ 34,459	£ 6,979	£ 41,376
11	57	UQ	£ 43,500	-	£ 3,444	-	-	£ 45,642	£ 9,465	£ 54,259
		Median	£ 38,100	-	£ 2,368	-	-	£ 41,107	£ 8,439	£ 49,272
		Average	£ 39,105	-	£ 2,925	-	£ 2,461	£ 41,834	£ 8,814	£ 50,648
		LQ	£ 34,755	-	£ 1,544	-	-	£ 36,583	£ 7,993	£ 44,028
12 & 13	22	UQ	£ 43,500	-	£ 3,444	-	-	£ 45,642	£ 9,465	£ 54,259
		Median	£ 38,100	-	£ 2,368	-	-	£ 41,107	£ 8,439	£ 49,272
		Average	£ 39,105	-	£ 2,925	-	£ 2,461	£ 41,834	£ 8,814	£ 50,648
		LQ	£ 34,755	-	£ 1,544	-	-	£ 36,583	£ 7,993	£ 44,028

JOB LEVEL DEFINITIONS - Human Resources Family (Code: HUR)

Level	Definition
8	Provides general support to the HR team and deals with routine queries. Responsibilities may include entering data onto the relevant systems and ensuring the accuracy of the completed work.
9	Undertakes all clerical duties associated with a limited range of human resources administration processes.
10	Undertakes all clerical duties associated with the full range of appointments and human resource administration processes, e.g. arranging interviews, writing to and calling candidates, notifying payroll and completing personnel records.
11	Operates as a more senior human resources administrator and coordinates the work of others engaged in human resources administration.
12	Responsible for the administration of all HR work including all aspects of pay and benefits and HR reporting. Acts as a prime user of associated IT systems, prepares reports and records and administers appointments for a significant group of staff.
13	Provides a general human resources service for non-executive staff covering advertising, short-listing, attendance at interviews, discipline and grievance procedures, and advising managers on a range of employment matters. Often a graduate and studying for CIPD.
14	Provides a full human resources service to a group of managers including advising managers and overseeing the work of more junior human resources staff.
15	Manages a human resources unit serving around 100 employees, acting as a “business partner” to the relevant management teams. Requires full competence across a substantial range of the key role requirements and is desirably CIPD qualified.
16	Manages a larger (or more complex) human resources unit serving up to around 300 employees. Acts as “business partner” to the senior management team. A role for a human resources professional demonstrating full competence across the role requirements as a whole, and will typically be CIPD qualified.

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Human Resources Family (Code: HUR)

Job Level (Companies)	(Participants)	Pay					Benefits	Total Package		
		Base Pay	Allowances	Perf Rel	Profit Rel	Other Cash	Total Cash	Benefits Value	Total Value	
8		UQ	-	-	-	-	-	-	-	
		Median	-	-	-	-	-	-	-	
		Average	£ 24,499	-	-	£ 1,413	-	£ 25,206	£ 5,104	£ 30,309
		LQ	-	-	-	-	-	-	-	-
2	2	UQ	£ 26,380	-	-	-	-	£ 29,765	£ 6,004	£ 35,217
		Median	£ 24,851	-	-	-	-	£ 27,274	£ 5,575	£ 33,775
		Average	£ 25,074	£ 2,000	£ 3,725	-	-	£ 28,021	£ 5,767	£ 33,788
		LQ	£ 23,143	-	-	-	-	£ 25,889	£ 5,383	£ 31,564
10	7	UQ	£ 30,000	-	£ 2,886	-	-	£ 30,850	£ 7,004	£ 37,954
		Median	£ 25,850	-	£ 1,795	-	-	£ 26,000	£ 5,387	£ 31,414
		Average	£ 26,895	-	£ 2,348	-	£ 1,842	£ 27,891	£ 6,107	£ 33,998
		LQ	£ 23,000	-	£ 1,312	-	-	£ 23,000	£ 4,345	£ 28,241
11	16	UQ	£ 35,000	-	£ 3,007	-	-	£ 36,346	£ 7,593	£ 43,449
		Median	£ 30,533	-	£ 2,418	-	-	£ 33,188	£ 7,146	£ 41,043
		Average	£ 30,940	-	£ 2,455	£ 908	£ 1,805	£ 33,058	£ 7,155	£ 40,213
		LQ	£ 28,175	-	£ 1,346	-	-	£ 30,685	£ 6,462	£ 37,351
12	23	UQ	£ 37,800	-	£ 3,698	-	-	£ 40,244	£ 8,916	£ 49,037
		Median	£ 34,145	-	£ 2,717	-	-	£ 38,000	£ 8,280	£ 46,578
		Average	£ 34,217	-	£ 2,962	£ 2,106	£ 3,000	£ 36,438	£ 7,892	£ 44,330
		LQ	£ 30,000	-	£ 1,627	-	-	£ 30,139	£ 6,587	£ 38,244
13	25	UQ	£ 40,000	-	£ 5,021	-	-	£ 45,940	£ 10,644	£ 55,916
		Median	£ 37,905	-	£ 4,472	-	-	£ 42,077	£ 9,092	£ 52,495
		Average	£ 37,235	£ 8,095	£ 4,555	£ 1,196	£ 2,439	£ 41,846	£ 8,864	£ 50,710
		LQ	£ 32,571	-	£ 3,721	-	-	£ 34,871	£ 8,015	£ 43,488
14	18	UQ	£ 44,328	-	£ 5,403	-	-	£ 50,175	£ 11,468	£ 63,920
		Median	£ 41,000	-	£ 3,131	-	-	£ 44,130	£ 9,828	£ 53,402
		Average	£ 41,348	£ 12,376	£ 4,567	£ 1,260	£ 1,680	£ 46,000	£ 10,682	£ 56,682
		LQ	£ 36,730	-	£ 2,126	-	-	£ 41,160	£ 8,985	£ 50,255
15	19	UQ	£ 48,803	-	£ 6,359	-	-	£ 53,939	£ 13,676	£ 70,490
		Median	£ 44,501	-	£ 3,760	-	-	£ 48,106	£ 11,384	£ 59,209
		Average	£ 44,973	-	£ 4,491	£ 5,665	£ 5,000	£ 48,943	£ 11,103	£ 60,046
		LQ	£ 39,074	-	£ 1,998	-	-	£ 42,288	£ 8,683	£ 49,197
16	14	UQ	£ 68,500	-	£ 13,500	-	-	£ 70,457	£ 19,394	£ 94,763
		Median	£ 53,000	-	£ 10,000	-	-	£ 58,500	£ 13,360	£ 73,980
		Average	£ 58,380	-	£ 9,381	-	£ 5,244	£ 66,170	£ 15,320	£ 81,490
		LQ	£ 45,000	-	£ 5,000	-	-	£ 58,500	£ 9,442	£ 67,942
10	17	UQ	£ 68,500	-	£ 13,500	-	-	£ 70,457	£ 19,394	£ 94,763
		Median	£ 53,000	-	£ 10,000	-	-	£ 58,500	£ 13,360	£ 73,980
		Average	£ 58,380	-	£ 9,381	-	£ 5,244	£ 66,170	£ 15,320	£ 81,490
		LQ	£ 45,000	-	£ 5,000	-	-	£ 58,500	£ 9,442	£ 67,942

JOB LEVEL DEFINITIONS – Training Family (Code: TRG)

Level	Definition
9	Undertakes all clerical duties associated with a limited range of training administration processes.
10	Deals with all aspects of training administration including course bookings for accommodation, instructors and participants, the provision of training material and maintenance of training records.
11	Operates as a senior training administrator. May also be involved in identifying training needs and design of appropriate course materials. Should have or be studying towards Certificate in Training Practice.
12	Delivers basic training courses in-house. Will monitor progress of attendees and on-going CPD to meet regulatory requirements. May assist in training course design.
13	Delivers in-house training and may develop basic training programmes. Will monitor progress of attendees and on-going CPD to meet regulatory requirements. Assists in designing programmes and in development of training staff.
14	The main training position reporting in a human resources and development function. Responsible for identifying training and development needs, designing internal and external programmes and managing the budget. May direct other training personnel. May be called Training and Development Manager. Should have Certificate in Training Practice and may be studying towards CIPD qualification.
15	A professional training position in a large organisation, reporting within a human resources and development function. Responsible for identifying and meeting training and development needs throughout the organisation, designing internal and external programmes, supporting professional development, managing the budget and directing other training personnel.
16	The senior professional training position in a large (or more complex) organisation, serving up to around 300 employees. Responsible for all aspects of learning, personal and professional development, may report direct to senior business management.

Training Family (Code: TRG)

Job Level (Companies)	(Participants)	Pay					Total Cash	Benefits	Total Package	
		Base Pay	Allowances	Perf Rel	Profit Rel	Other Cash		Benefits Value	Total Value	
10	3	UQ	-	-	-	-	-	-	-	
		Median	-	-	-	-	-	-	-	
		Average	£ 31,102	-	£ 1,231	-	-	£ 31,512	£ 6,609	£ 38,121
		LQ	-	-	-	-	-	-	-	-
11	2	UQ	-	-	-	-	-	-	-	
		Median	-	-	-	-	-	-	-	
		Average	£ 31,632	-	-	-	-	£ 31,632	£ 7,662	£ 39,294
		LQ	-	-	-	-	-	-	-	-
12	3	UQ	-	-	-	-	-	-	-	
		Median	-	-	-	-	-	-	-	
		Average	£ 30,345	-	£ 4,042	£ 1,794	-	£ 33,638	£ 6,116	£ 39,754
		LQ	-	-	-	-	-	-	-	-
13	3	UQ	-	-	-	-	-	-	-	
		Median	-	-	-	-	-	-	-	
		Average	£ 30,694	-	£ 5,626	£ 1,261	£ 1,470	£ 33,480	£ 6,621	£ 40,101
		LQ	-	-	-	-	-	-	-	-
14	4	UQ	-	-	-	-	-	-	-	
		Median	-	-	-	-	-	-	-	
		Average	£ 46,738	-	£ 2,833	-	£ 3,930	£ 50,554	£ 12,590	£ 63,144
		LQ	-	-	-	-	-	-	-	-
15 & 16	7	UQ	£ 53,250	-	-	-	-	£ 57,558	£ 11,828	£ 69,958
		Median	£ 50,000	-	-	-	-	£ 53,420	£ 11,093	£ 64,513
		Average	£ 46,610	-	£ 3,663	-	-	£ 49,226	£ 10,411	£ 59,637
		LQ	£ 39,528	-	-	-	-	£ 39,528	£ 8,526	£ 48,013

JOB LEVEL DEFINITIONS – IT Operations Family (Code: ITO)

Level

Definition

- | | |
|-----------|---|
| 8 | Receives, logs and answers queries regarding the company's IT systems, requiring a working understanding of the computer applications. Refers difficult queries up, but takes responsibility for problems and reporting back to originator. Performs regular tasks associated with operating and controlling installed hardware and software. |
| 9 | Supports PC users in a local office network, typically installing software and local hardware, helping with routine security procedures (back up, passwords) and rendering immediate practical assistance. |
| 10 | Schedules and guides the work of the help desk team. Ensures documentation of supported software is current. Develops and maintains business critical procedure flowcharts. Analyses help desk performance, identifying persistent or high impact problems and refers issues for corrective action. |
| 11 | Operates and monitors computer equipment, possibly on a shift basis, but must be proficient in all IT applications and able to cope without supervision. |
| 12 | Leads a work team and is well versed in all the applications to ensure continuous smooth operational running. Is able to deal with users in relation to operational problems. Diagnoses and resolves application, network and operating systems problems in line with service level agreements. |
| 13 | Provides expertise in all aspects of local area networks including standard PC software, security procedures, systems maintenance and hardware support. Typically supervises others and deals with users to define requirements. Takes responsibility for technical implementation of packages and upgrades. Researches and provides advice on new technologies. |
| 14 | Manages an IT operations unit, responsible for specific aspects of the provision and development of IT and communications services. |
| 15 | Manages an IT operations department, responsible for all aspects of the provision and development of IT and communications services. Responsible for procurement of hardware, software, communication systems and other IT infrastructure including the development of standards and security. |
| 16 | Manages an IT operations department of a larger (or more complex) organisation of up to around 300 staff, responsible for all aspects of the development and provision of IT and communications services. Responsible for procurement of hardware, software, communication systems and other IT infrastructure including the development of standards and security. |

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IT Operations Family (Code: ITO)

Job Level (Companies)	(Participants)	Pay					Total Cash	Benefits	Total Package	
		Base Pay	Allowances	Perf Rel	Profit Rel	Other Cash		Benefits Value	Total Value	
8	25	UQ	£ 22,500	-	-	-	-	£ 22,627	£ 6,299	£ 28,159
		Median	£ 18,929	-	-	-	-	£ 18,929	£ 4,004	£ 22,933
		Average	£ 21,731	-	£ 417	-	£ 1,512	£ 21,935	£ 5,064	£ 27,000
		LQ	£ 18,929	-	-	-	-	£ 18,929	£ 4,004	£ 22,933
9	28	UQ	£ 29,744	-	£ 2,516	-	-	£ 31,550	£ 7,337	£ 37,511
		Median	£ 25,257	-	£ 1,787	-	-	£ 27,489	£ 5,747	£ 33,687
		Average	£ 26,161	-	£ 1,985	£ 808	£ 1,080	£ 27,923	£ 6,401	£ 34,323
		LQ	£ 22,001	-	£ 1,000	-	-	£ 22,993	£ 5,178	£ 28,407
10	26	UQ	£ 29,938	-	£ 3,950	-	-	£ 34,705	£ 9,052	£ 42,962
		Median	£ 27,585	-	£ 2,717	-	-	£ 28,615	£ 7,327	£ 35,710
		Average	£ 28,758	-	£ 2,968	-	-	£ 30,927	£ 7,584	£ 38,511
		LQ	£ 25,321	-	£ 1,555	-	-	£ 27,000	£ 6,018	£ 32,858
11	56	UQ	£ 31,887	-	£ 4,500	£ 881	£ 1,191	£ 36,099	£ 7,527	£ 43,222
		Median	£ 28,939	-	£ 3,300	£ 868	£ 1,162	£ 32,648	£ 7,018	£ 39,999
		Average	£ 29,135	£ 2,221	£ 3,496	£ 984	£ 1,248	£ 32,195	£ 7,276	£ 39,471
		LQ	£ 27,312	-	£ 2,001	£ 852	£ 1,144	£ 29,332	£ 6,641	£ 35,919
12	45	UQ	£ 41,254	-	£ 6,847	-	-	£ 43,260	£ 10,632	£ 55,359
		Median	£ 36,000	-	£ 4,200	-	-	£ 38,550	£ 8,869	£ 47,412
		Average	£ 36,028	£ 2,790	£ 4,666	£ 1,794	£ 1,685	£ 38,487	£ 9,536	£ 48,023
		LQ	£ 32,000	-	£ 1,869	-	-	£ 33,750	£ 7,868	£ 41,205
13	44	UQ	£ 41,604	-	£ 6,205	£ 1,212	£ 2,918	£ 45,946	£ 10,625	£ 58,394
		Median	£ 38,750	-	£ 3,900	£ 1,146	£ 1,618	£ 41,855	£ 9,272	£ 51,687
		Average	£ 38,757	-	£ 4,983	£ 1,152	£ 2,126	£ 42,604	£ 9,942	£ 52,545
		LQ	£ 35,000	-	£ 2,001	£ 1,087	£ 1,501	£ 38,475	£ 8,130	£ 46,663
14	32	UQ	£ 46,561	-	£ 10,125	-	-	£ 54,125	£ 12,107	£ 65,997
		Median	£ 43,807	-	£ 5,875	-	-	£ 46,275	£ 9,842	£ 56,898
		Average	£ 42,116	-	£ 8,443	£ 2,604	£ 3,824	£ 47,185	£ 11,011	£ 58,196
		LQ	£ 35,075	-	£ 2,842	-	-	£ 38,860	£ 8,506	£ 48,105
15	25	UQ	£ 59,001	-	£ 10,250	-	-	£ 62,502	£ 20,107	£ 85,336
		Median	£ 52,500	-	£ 6,250	-	-	£ 59,757	£ 14,146	£ 74,144
		Average	£ 53,446	-	£ 7,486	£ 1,554	£ 3,231	£ 60,076	£ 15,855	£ 75,931
		LQ	£ 47,567	-	£ 3,875	-	-	£ 55,260	£ 11,769	£ 67,160
16	12	UQ	£ 72,013	-	£ 17,738	-	-	£ 89,581	£ 24,957	£ 106,841
		Median	£ 69,300	-	£ 13,250	-	-	£ 79,672	£ 16,688	£ 102,039
		Average	£ 69,279	-	£ 14,585	£ 20,833	£ 4,186	£ 81,785	£ 18,963	£ 100,748
		LQ	£ 66,170	-	£ 8,042	-	-	£ 70,067	£ 13,643	£ 83,458

JOB LEVEL DEFINITIONS – IT Development Family (Code: ITD)

Level	Definition
10	A trained IT developer able to tailor organisation-standard applications, packages or internally-developed products to meet specified user requirements, but requiring guidance on unusual or complex areas.
11	A competent IT developer able to tailor organisation-standard applications, packages or internally-developed products to meet specified user requirements.
12	A proficient IT developer able to meet with users to analyse their requirements, and to specify these in detail in systems terms, often focused on changes rather than new applications. Able to effect the necessary changes technically. May provide advice on internet technology, tools, databases and design/co-ordinate internet sites.
13	A more broadly competent analyst/developer who deals with more complex applications and/or specialises in systems programming. May contribute expert systems knowledge to the specification process. May co-ordinate small IT related projects – preparing project plans, budgets, terms of reference, minutes and reports for the Project Board.
14	Directly responsible to the Project Sponsor, and may be responsible for more than one project at a time. Leads a team of internal and/or external development staff, managing project progress to ensure delivery on time and within budget. May be consulted as an expert on system capability during the specification process.
15	Responsible for all aspects of IT development and provision of services, including budgeting, estimating and planning. Contributes to the development of IT planning for the organisation and manages implementation and the delivery of results which meet business requirements.
16	Responsible for all aspects of IT development and provision of services within a larger (or more complex) organisation of up to around 300 staff, including budgeting, estimating and planning. Contributes to the development of IT strategy for the organisation and manages implementation and the delivery of results which meet business requirements.

STRICTLY PRIVATE & CONFIDENTIAL

IT Development Family (Code: ITD)

Job Level (Companies)	(Participants)	Pay					Total Cash	Benefits	Total Package	
		Base Pay	Allowances	Perf Rel	Profit Rel	Other Cash		Benefits Value	Total Value	
9	5	UQ	-	-	-	-	-	-	-	
		Median	-	-	-	-	-	-	-	
		Average	£ 21,828	-	£ 1,660	£ 783	£ 1,044	£ 23,189	£ 5,249	£ 28,438
		LQ	-	-	-	-	-	-	-	-
10	2	UQ	-	-	-	-	-	-	-	
		Median	-	-	-	-	-	-	-	
		Average	£ 23,125	-	£ 1,500	-	-	£ 23,875	£ 5,209	£ 29,084
		LQ	-	-	-	-	-	-	-	-
11	23	UQ	£ 34,494	-	£ 5,104	-	-	£ 40,679	£ 7,593	£ 47,996
		Median	£ 31,517	-	£ 4,409	-	-	£ 36,206	£ 7,024	£ 43,087
		Average	£ 30,869	£ 10,000	£ 4,532	£ 871	£ 1,162	£ 35,659	£ 6,914	£ 42,573
		LQ	£ 27,750	-	£ 2,822	-	-	£ 29,997	£ 6,779	£ 36,721
12	21	UQ	£ 39,710	-	£ 5,836	-	-	£ 43,415	£ 11,167	£ 55,890
		Median	£ 36,500	-	£ 3,703	-	-	£ 37,900	£ 8,923	£ 46,423
		Average	£ 37,795	-	£ 4,540	£ 2,151	-	£ 41,356	£ 9,604	£ 50,961
		LQ	£ 33,422	-	£ 2,500	-	-	£ 35,001	£ 7,904	£ 43,449
13	26	UQ	£ 50,723	-	£ 7,436	-	-	£ 57,984	£ 13,576	£ 72,363
		Median	£ 44,828	-	£ 4,500	-	-	£ 49,000	£ 10,859	£ 63,075
		Average	£ 45,597	£ 10,000	£ 4,637	£ 1,165	£ 1,553	£ 50,394	£ 12,239	£ 62,633
		LQ	£ 40,310	-	£ 2,500	-	-	£ 43,488	£ 9,277	£ 53,753
14	33	UQ	£ 51,671	-	£ 5,975	-	-	£ 55,500	£ 12,152	£ 68,633
		Median	£ 45,000	-	£ 4,223	-	-	£ 52,712	£ 11,244	£ 63,518
		Average	£ 46,275	£ 10,000	£ 6,030	£ 3,478	-	£ 52,165	£ 12,381	£ 64,546
		LQ	£ 41,100	-	£ 2,946	-	-	£ 45,700	£ 10,321	£ 56,336
15	27	UQ	£ 54,750	-	£ 9,750	-	-	£ 59,524	£ 12,152	£ 72,831
		Median	£ 49,795	-	£ 8,800	-	-	£ 49,795	£ 8,674	£ 58,469
		Average	£ 52,030	-	£ 9,722	-	-	£ 54,551	£ 10,780	£ 65,330
		LQ	£ 49,795	-	£ 3,724	-	-	£ 49,795	£ 8,674	£ 58,469
16	15	UQ	£ 80,000	-	£ 13,000	-	-	£ 86,325	£ 18,121	£ 105,830
		Median	£ 67,100	-	£ 11,500	-	-	£ 77,384	£ 17,178	£ 94,616
		Average	£ 67,431	-	£ 11,932	£ 5,000	-	£ 76,514	£ 16,626	£ 93,141
		LQ	£ 61,600	-	£ 8,683	-	-	£ 70,500	£ 15,916	£ 88,447

JOB LEVEL DEFINITIONS – Project Management Family (Code: PRM)

Level	Definition
9	Provides administrative support to the Project Management team, maintains relevant project management data and prepares standard project progress tracking information.
10	Undertakes the more complex administrative support work, tailors project management software applications to address project interdependencies and specific needs; may advise and guide more junior staff.
11	A Project Support Officer, maintains systems for tracking achievement of project deliverables against milestones, highlights and escalates divergences and other issues, and prepares reports and presentation materials.
12	A more broadly competent Project Support Officer, develops and maintains systems for tracking achievement of project deliverables against milestones, focussing on tracking of the more complex or critical areas such as change control, project risk mitigation actions, resource allocation and contingency plan implementation.
13	A Project Office Support Manager, supervising a Project Office Support team, or a Programme Support Officer with responsibility for tracking delivery of overall business benefits against the original business case.
14	A Project Strand Manager, leading a small team of expert staff to ensure delivery of a clearly defined Project Strand on time and within budget.
15	A Project Manager, leading a team of expert staff to ensure delivery of a Project on time, to agreed quality and within budget. Responsibilities may encompass Resource Allocation, Contingency Planning, Issues Resolution, Risk Mitigation and Stakeholder Communication. Jobholder may contribute to definition of Project Scope and development of the Business Case.
16	Manages a more complex Project or a Programme (a suite of inter-related Projects), typically responsible to a Programme Director or Sponsor for realisation of the benefits promised in the Business Case through timely and effective delivery of Project milestones and/or through provision of specialist support in the implementation of Organisation and Process Change.

Project Management Family (Code: PRM)

Job Level (Companies) (Participants)	Pay						Benefits	Total Package	
		Base Pay	Allowances	Perf Rel	Profit Rel	Other Cash	Total Cash	Benefits Value	Total Value
9	UQ	-	-	-	-	-	-	-	-
	Median	-	-	-	-	-	-	-	-
	Average	£ 25,482	-	£ 1,701	-	£ 500	£ 26,363	£ 5,073	£ 31,436
	LQ	-	-	-	-	-	-	-	-
4 5	UQ	-	-	-	-	-	-	-	-
	Median	-	-	-	-	-	-	-	-
	Average	£ 35,055	-	-	-	£ 2,167	£ 37,222	£ 4,474	£ 41,695
	LQ	-	-	-	-	-	-	-	-
10	UQ	-	-	-	-	-	-	-	-
	Median	-	-	-	-	-	-	-	-
	Average	£ 35,055	-	-	-	£ 2,167	£ 37,222	£ 4,474	£ 41,695
	LQ	-	-	-	-	-	-	-	-
1 3	UQ	-	-	-	-	-	-	-	-
	Median	-	-	-	-	-	-	-	-
	Average	£ 35,055	-	-	-	£ 2,167	£ 37,222	£ 4,474	£ 41,695
	LQ	-	-	-	-	-	-	-	-
11 & 12	UQ	£ 41,804	-	£ 6,786	-	£ 3,500	£ 45,304	£ 8,650	£ 50,495
	Median	£ 37,676	-	£ 3,376	-	£ 3,500	£ 42,454	£ 6,885	£ 50,495
	Average	£ 37,677	-	£ 4,019	£ 2,315	£ 3,200	£ 41,098	£ 7,649	£ 48,747
	LQ	£ 35,259	-	£ 2,000	-	£ 3,500	£ 37,643	£ 5,191	£ 44,766
10 30	UQ	£ 41,804	-	£ 6,786	-	£ 3,500	£ 45,304	£ 8,650	£ 50,495
	Median	£ 37,676	-	£ 3,376	-	£ 3,500	£ 42,454	£ 6,885	£ 50,495
	Average	£ 37,677	-	£ 4,019	£ 2,315	£ 3,200	£ 41,098	£ 7,649	£ 48,747
	LQ	£ 35,259	-	£ 2,000	-	£ 3,500	£ 37,643	£ 5,191	£ 44,766
13 & 14	UQ	£ 50,624	-	£ 7,016	-	-	£ 59,200	£ 11,021	£ 67,331
	Median	£ 47,646	-	£ 5,250	-	-	£ 51,009	£ 9,847	£ 61,504
	Average	£ 46,270	£ 18,000	£ 5,531	-	£ 5,000	£ 51,596	£ 9,952	£ 61,548
	LQ	£ 43,318	-	£ 3,084	-	-	£ 46,429	£ 6,509	£ 56,276
13 33	UQ	£ 50,624	-	£ 7,016	-	-	£ 59,200	£ 11,021	£ 67,331
	Median	£ 47,646	-	£ 5,250	-	-	£ 51,009	£ 9,847	£ 61,504
	Average	£ 46,270	£ 18,000	£ 5,531	-	£ 5,000	£ 51,596	£ 9,952	£ 61,548
	LQ	£ 43,318	-	£ 3,084	-	-	£ 46,429	£ 6,509	£ 56,276
15	UQ	£ 55,000	-	£ 9,965	-	-	£ 62,608	£ 15,149	£ 78,977
	Median	£ 47,300	-	£ 8,125	-	-	£ 50,950	£ 12,723	£ 64,666
	Average	£ 48,252	-	£ 7,991	£ 800	£ 700	£ 52,662	£ 11,521	£ 64,184
	LQ	£ 42,197	-	£ 4,502	-	-	£ 42,597	£ 6,881	£ 48,961
8 19	UQ	£ 55,000	-	£ 9,965	-	-	£ 62,608	£ 15,149	£ 78,977
	Median	£ 47,300	-	£ 8,125	-	-	£ 50,950	£ 12,723	£ 64,666
	Average	£ 48,252	-	£ 7,991	£ 800	£ 700	£ 52,662	£ 11,521	£ 64,184
	LQ	£ 42,197	-	£ 4,502	-	-	£ 42,597	£ 6,881	£ 48,961
16	UQ	£ 71,000	-	£ 11,500	-	-	£ 84,750	£ 19,927	£ 101,711
	Median	£ 59,500	-	£ 7,238	-	-	£ 65,750	£ 15,923	£ 82,021
	Average	£ 62,016	-	£ 9,053	£ 2,780	£ 7,000	£ 69,098	£ 16,575	£ 85,673
	LQ	£ 52,890	-	£ 5,362	-	-	£ 53,970	£ 13,456	£ 68,653
9 12	UQ	£ 71,000	-	£ 11,500	-	-	£ 84,750	£ 19,927	£ 101,711
	Median	£ 59,500	-	£ 7,238	-	-	£ 65,750	£ 15,923	£ 82,021
	Average	£ 62,016	-	£ 9,053	£ 2,780	£ 7,000	£ 69,098	£ 16,575	£ 85,673
	LQ	£ 52,890	-	£ 5,362	-	-	£ 53,970	£ 13,456	£ 68,653

LEVEL DEFINITIONS - Office Support Services Family (Code: OFF)

Level	Definition
5	Basic filing clerks and trained office juniors.
6	Basic positions such as switchboard (answering and routing incoming calls and taking messages), messengers and post room staff.
7	A switchboard position combined with another role such as basic typing or clerical duties, and similar combined roles.
8	Jobs which require additional people skills and/or company knowledge, e.g. a role such as switchboard operator / company receptionist. This level also includes more broadly competent messengers and other support staff if similar additional skills are required.
9	Expert office support roles recognised and referred to by others for their expertise in specific rules and procedures (which may be internal or external to the company). May oversee more junior staff.
10	More broadly competent staff with a wider range of routine duties, varying from typing, filing, office supplies, mail, expenses processing, accommodation, travel, PC applications, arranging meetings, taking messages and dealing with telephone callers and personal visitors.
11	Operates as a senior office support administrator and coordinates the work of others engaged in office administration.
12	Supervises office services team(s) engaged in a wide range of routine work - anything from cleaning and catering to telephony, typing and office maintenance.
13	Manages an office services unit(s) normally including external contractors as well as own staff. Deals with all external parties relevant to the unit(s) managed.
14	Manages all aspects of office accommodation and the provision of office and security services including own staff and external contractors. Deals with landlords, tenants, public utilities and building services. Will be the Health and Safety Representative and should possess NEBOSH National General Certificate.
15	Manages all aspects of office accommodation and the provision of office and security services. Fully accountable for all relevant budgets, obtaining best value for expenditure, and compliance with internal rules and best practice for awarding contracts on a competitive basis.
16	Manages all aspects of office accommodation and the provision of office and security services. Fully accountable for all relevant budgets, obtaining best value for expenditure, and compliance with internal rules and best practice for awarding contracts on a competitive basis. Takes the lead role in negotiations on rental reviews and major purchases. Manages building moves and major office refurbishment projects.

Office Support Services Family (Code: OFF)

Job Level (Companies)	(Participants)	Pay					Total Cash	Benefits	Total Package	
		Base Pay	Allowances	Perf Rel	Profit Rel	Other Cash		Benefits Value	Total Value	
5 & 6		UQ	£ 21,000	-	£ 1,111	-	-	£ 21,808	£ 5,200	£ 26,450
		Median	£ 19,172	-	£ 808	-	-	£ 19,910	£ 4,571	£ 25,400
		Average	£ 19,453	-	£ 988	-	-	£ 20,123	£ 5,116	£ 25,239
		LQ	£ 17,486	-	£ 758	-	-	£ 17,731	£ 4,434	£ 22,369
12	56	UQ	£ 23,100	-	£ 1,154	-	-	£ 24,060	£ 7,251	£ 31,308
		Median	£ 21,064	-	£ 960	-	-	£ 22,476	£ 5,298	£ 28,185
		Average	£ 21,199	-	£ 986	-	-	£ 22,021	£ 5,720	£ 27,740
		LQ	£ 20,320	-	£ 700	-	-	£ 20,789	£ 4,399	£ 24,994
7	18	UQ	£ 23,100	-	£ 1,154	-	-	£ 24,060	£ 7,251	£ 31,308
		Median	£ 21,064	-	£ 960	-	-	£ 22,476	£ 5,298	£ 28,185
		Average	£ 21,199	-	£ 986	-	-	£ 22,021	£ 5,720	£ 27,740
		LQ	£ 20,320	-	£ 700	-	-	£ 20,789	£ 4,399	£ 24,994
8	116	UQ	£ 22,862	-	£ 2,251	-	-	£ 24,455	£ 5,942	£ 30,211
		Median	£ 21,020	-	£ 1,777	-	-	£ 22,003	£ 5,233	£ 27,643
		Average	£ 21,311	£ 4,396	£ 1,791	-	£ 1,450	£ 22,496	£ 5,566	£ 28,062
		LQ	£ 19,050	-	£ 1,341	-	-	£ 19,864	£ 4,731	£ 24,906
9	30	UQ	£ 24,188	-	£ 1,299	-	-	£ 25,828	£ 5,676	£ 31,397
		Median	£ 21,100	-	£ 991	-	-	£ 21,750	£ 5,200	£ 26,937
		Average	£ 21,968	-	£ 1,229	-	-	£ 22,870	£ 5,487	£ 28,357
		LQ	£ 20,700	-	£ 745	-	-	£ 21,083	£ 5,187	£ 26,270
10	17	UQ	£ 25,150	-	-	-	-	£ 26,885	£ 8,841	£ 33,960
		Median	£ 23,652	-	-	-	-	£ 23,652	£ 5,974	£ 31,594
		Average	£ 23,350	-	£ 2,195	£ 635	£ 1,118	£ 24,202	£ 6,761	£ 30,963
		LQ	£ 21,000	-	-	-	-	£ 21,500	£ 4,785	£ 26,073
11	21	UQ	£ 33,833	-	£ 2,876	-	-	£ 36,549	£ 7,230	£ 43,712
		Median	£ 31,000	-	£ 1,311	-	-	£ 32,550	£ 6,698	£ 38,255
		Average	£ 30,187	£ 4,000	£ 2,714	-	£ 2,375	£ 32,898	£ 6,717	£ 39,615
		LQ	£ 24,800	-	£ 1,075	-	-	£ 25,680	£ 5,974	£ 31,654
12	16	UQ	£ 32,431	-	£ 3,473	-	-	£ 33,687	£ 9,981	£ 41,278
		Median	£ 31,752	-	£ 2,717	-	-	£ 33,270	£ 7,252	£ 38,980
		Average	£ 31,867	-	£ 2,730	£ 1,717	£ 1,961	£ 33,628	£ 7,541	£ 41,169
		LQ	£ 28,863	-	£ 1,974	-	-	£ 30,322	£ 5,746	£ 37,132
13	20	UQ	£ 41,441	-	£ 2,717	-	£ 4,259	£ 44,189	£ 9,370	£ 53,559
		Median	£ 37,971	-	£ 1,812	-	£ 4,017	£ 40,395	£ 8,655	£ 49,051
		Average	£ 37,090	-	£ 2,845	-	£ 4,199	£ 39,982	£ 8,938	£ 48,920
		LQ	£ 30,938	-	£ 1,620	-	£ 4,009	£ 32,408	£ 7,360	£ 40,150
14	15	UQ	£ 48,306	-	£ 6,000	-	-	£ 53,349	£ 14,580	£ 66,187
		Median	£ 44,249	-	£ 5,514	-	-	£ 48,674	£ 12,078	£ 63,274
		Average	£ 43,434	-	£ 4,954	-	£ 3,266	£ 47,059	£ 12,450	£ 59,509
		LQ	£ 38,383	-	£ 2,632	-	-	£ 41,328	£ 9,798	£ 52,521
15	3	UQ	-	-	-	-	-	-	-	-
		Median	-	-	-	-	-	-	-	-
		Average	£ 58,091	£ 18,200	£ 6,130	-	£ 5,275	£ 70,002	£ 13,542	£ 83,544
		LQ	-	-	-	-	-	-	-	-
16	4	UQ	-	-	-	-	-	-	-	-
		Median	-	-	-	-	-	-	-	-
		Average	£ 56,880	-	£ 7,259	-	-	£ 64,138	£ 16,333	£ 80,471
		LQ	-	-	-	-	-	-	-	-

Marketing & Business Development Family
(Code: MBD)

Job Level (Companies)	Participants	Pay					Total Cash	Benefits	Total Package	
		Base Pay	Allowances	Perf Rel	Profit Rel	Other Cash		Benefits Value	Total Value	
6		UQ	-	-	-	-	-	-	-	
		Median	-	-	-	-	-	-	-	
		Average	£ 19,475	-	-	£ 300	-	£ 19,775	£ 4,883	£ 24,658
		LQ	-	-	-	-	-	-	-	-
8		UQ	-	-	-	-	-	-	-	
		Median	-	-	-	-	-	-	-	
		Average	£ 20,206	-	-	£ 1,260	-	£ 20,836	£ 4,044	£ 24,880
		LQ	-	-	-	-	-	-	-	-
9		UQ	£ 26,880	-	£ 3,797	-	-	£ 30,653	£ 5,863	£ 37,287
		Median	£ 24,023	-	£ 2,700	-	-	£ 27,730	£ 5,376	£ 33,234
		Average	£ 25,333	£ 2,500	£ 3,380	-	-	£ 28,188	£ 5,637	£ 33,826
		LQ	£ 21,460	-	£ 1,687	-	-	£ 23,334	£ 4,982	£ 28,744
10		UQ	£ 32,521	-	£ 1,320	-	-	£ 33,822	£ 7,283	£ 42,280
		Median	£ 29,550	-	£ 906	-	-	£ 31,154	£ 6,197	£ 37,351
		Average	£ 27,743	-	£ 1,152	-	£ 2,309	£ 28,742	£ 6,172	£ 34,914
		LQ	£ 24,000	-	£ 300	-	-	£ 25,749	£ 5,455	£ 30,023
11 & 12		UQ	£ 35,683	-	£ 4,472	£ 1,668	-	£ 38,912	£ 7,977	£ 46,577
		Median	£ 33,120	-	£ 3,163	£ 1,600	-	£ 35,036	£ 7,324	£ 42,609
		Average	£ 33,594	£ 5,061	£ 3,681	£ 1,359	£ 1,944	£ 36,342	£ 7,514	£ 43,857
		LQ	£ 30,887	-	£ 1,955	£ 1,122	-	£ 33,395	£ 6,840	£ 40,609
13		UQ	£ 45,085	-	£ 7,290	-	-	£ 52,445	£ 9,034	£ 61,781
		Median	£ 41,358	-	£ 6,137	-	-	£ 46,575	£ 8,423	£ 54,762
		Average	£ 41,443	£ 5,368	£ 5,699	£ 3,683	£ 4,213	£ 47,146	£ 8,236	£ 55,382
		LQ	£ 39,931	-	£ 3,476	-	-	£ 43,478	£ 7,273	£ 49,866
14		UQ	£ 50,242	-	£ 3,500	-	-	£ 52,191	£ 10,814	£ 61,891
		Median	£ 44,000	-	£ 2,250	-	-	£ 46,250	£ 9,668	£ 56,120
		Average	£ 44,896	-	£ 3,062	-	£ 3,700	£ 47,160	£ 10,526	£ 57,686
		LQ	£ 41,125	-	£ 1,860	-	-	£ 42,335	£ 8,950	£ 51,439
15		UQ	£ 65,000	-	£ 7,383	-	-	£ 68,766	£ 15,408	£ 84,637
		Median	£ 60,000	-	£ 4,782	-	-	£ 63,963	£ 13,765	£ 79,460
		Average	£ 58,080	-	£ 6,405	-	£ 5,061	£ 64,029	£ 13,494	£ 77,524
		LQ	£ 55,000	-	£ 3,479	-	-	£ 60,773	£ 12,235	£ 73,317
16		UQ	£ 71,750	-	£ 17,800	-	-	£ 80,750	£ 17,360	£ 96,042
		Median	£ 64,143	-	£ 9,000	-	-	£ 71,881	£ 14,030	£ 90,261
		Average	£ 63,469	-	£ 11,479	£ 1,959	£ 5,575	£ 71,110	£ 15,483	£ 86,594
		LQ	£ 55,105	-	£ 6,107	-	-	£ 61,718	£ 13,102	£ 76,363
9	10	UQ	-	-	-	-	-	-	-	
		Median	-	-	-	-	-	-	-	
		Average	-	-	-	-	-	-	-	
		LQ	-	-	-	-	-	-	-	

**JOB LEVEL DEFINITIONS – Clerical / Operations Processing Family
(Code: CLE)**

Level Definition

5	An entry-level post - will receive training in company clerical procedures. Tasks are well defined and of a basic standard nature.
6	Jobs requiring basic competence across a limited range of operational processes. The work is routine and will be checked by a more experienced clerk. The position will be supervised.
7	Jobs requiring basic competence across the more commonly arising operational processes and understanding of their application. The position will be supervised.
8	Clerks with basic competence across a substantial range of the key operational processes and their application. Generally works in a team and deals with customers and suppliers on routine matters. Responsibilities may include entering data onto the relevant systems and ensuring the accuracy of completed work.
9	Clerks with expert competence across a specific set of operational processes. May work alone or in a team. May check the work of one or more junior staff.
10	Requires a comprehensive knowledge of the unit's operational processes as a whole. May oversee the work of a small group of staff.
11	Operates as a head clerk personally and coordinates the work of clerks engaged in routine processing work.
12	Supervises an operational work team engaged in routine processing work.
13	A more senior supervisor who will be responsible either for a larger team or for a team carrying out more specialised work.
14	A manager of team supervisors - responsible for more than one team of similar function, or for a single discrete specialist function.
15	A manager of team supervisors - responsible for several teams of similar function, or more than one specialist team. Will be responsible for development and motivation of staff.
16	Manages the overall operations processing area for a large organisation, including any specialist teams.

STRICTLY PRIVATE & CONFIDENTIAL

**Clerical / Operations Processing Family
(Code: CLE)**

Job Level (Companies)	(Participants)	Pay					Total Cash	Benefits	Total Package	
		Base Pay	Allowances	Perf Rel	Profit Rel	Other Cash		Benefits Value	Total Value	
6		UQ	£ 22,000	-	£ 2,256	-	-	£ 22,000	£ 4,745	£ 25,901
		Median	£ 21,138	-	£ 1,794	-	-	£ 22,000	£ 3,901	£ 25,901
		Average	£ 20,294	-	£ 1,723	£ 988	£ 1,340	£ 20,892	£ 4,316	£ 25,207
		LQ	£ 18,886	-	£ 1,170	-	-	£ 20,610	£ 3,901	£ 25,253
10	44	UQ	£ 22,775	-	£ 1,650	£ 970	£ 1,600	£ 23,075	£ 6,862	£ 29,480
		Median	£ 20,526	-	£ 1,232	£ 931	£ 1,600	£ 21,347	£ 5,710	£ 25,817
		Average	£ 20,478	-	£ 1,235	£ 964	£ 1,263	£ 21,288	£ 5,810	£ 27,097
		LQ	£ 17,350	-	£ 500	£ 843	£ 1,263	£ 17,900	£ 4,880	£ 23,528
7		UQ	£ 24,444	-	£ 2,000	£ 741	£ 925	£ 25,530	£ 6,456	£ 31,527
		Median	£ 21,907	-	£ 1,399	£ 657	£ 876	£ 23,528	£ 5,391	£ 29,097
		Average	£ 22,812	-	£ 1,611	£ 758	£ 958	£ 24,112	£ 6,002	£ 30,114
		LQ	£ 20,260	-	£ 913	£ 620	£ 827	£ 21,700	£ 4,906	£ 26,823
8		UQ	£ 26,250	-	£ 2,834	£ 787	£ 1,081	£ 29,673	£ 6,605	£ 36,351
		Median	£ 24,645	-	£ 1,800	£ 729	£ 973	£ 26,947	£ 6,079	£ 32,914
		Average	£ 24,746	-	£ 2,416	£ 779	£ 1,166	£ 27,031	£ 6,228	£ 33,258
		LQ	£ 22,500	-	£ 1,257	£ 704	£ 948	£ 25,050	£ 5,589	£ 30,611
9		UQ	£ 31,500	-	£ 2,500	-	£ 1,600	£ 33,075	£ 8,642	£ 40,968
		Median	£ 29,000	-	£ 1,539	-	£ 1,600	£ 30,600	£ 7,441	£ 39,291
		Average	£ 28,343	-	£ 1,830	£ 1,132	£ 1,745	£ 30,062	£ 7,608	£ 37,670
		LQ	£ 25,846	-	£ 1,045	-	£ 1,575	£ 27,420	£ 6,428	£ 34,643
10		UQ	£ 32,439	-	£ 3,649	£ 951	£ 1,284	£ 36,662	£ 8,046	£ 44,185
		Median	£ 30,315	-	£ 2,750	£ 891	£ 1,191	£ 34,393	£ 7,202	£ 41,920
		Average	£ 30,894	-	£ 3,124	£ 952	£ 1,996	£ 35,316	£ 7,553	£ 42,869
		LQ	£ 28,555	-	£ 1,826	£ 851	£ 1,137	£ 32,597	£ 6,879	£ 39,588
11		UQ	£ 35,446	-	£ 4,925	-	£ 4,100	£ 39,802	£ 9,423	£ 49,726
		Median	£ 32,000	-	£ 3,446	-	£ 3,980	£ 34,125	£ 8,109	£ 43,495
		Average	£ 32,935	-	£ 3,955	£ 1,132	£ 3,254	£ 35,971	£ 8,125	£ 44,097
		LQ	£ 30,000	-	£ 2,550	-	£ 2,329	£ 31,154	£ 7,108	£ 38,595
12		UQ	£ 41,066	-	£ 5,250	£ 1,273	£ 1,765	£ 46,325	£ 11,103	£ 56,725
		Median	£ 37,901	-	£ 4,156	£ 1,176	£ 1,569	£ 43,395	£ 10,134	£ 53,820
		Average	£ 38,004	-	£ 4,219	£ 1,487	£ 1,814	£ 42,612	£ 10,356	£ 52,968
		LQ	£ 34,383	-	£ 3,445	£ 1,096	£ 1,468	£ 38,022	£ 9,314	£ 47,568
13		UQ	£ 45,114	-	£ 6,099	£ 1,988	£ 1,860	£ 53,429	£ 16,397	£ 69,462
		Median	£ 44,042	-	£ 5,570	£ 1,395	£ 1,775	£ 48,445	£ 15,545	£ 63,936
		Average	£ 42,911	£ 6,750	£ 5,774	£ 1,607	£ 1,794	£ 49,243	£ 14,435	£ 63,679
		LQ	£ 39,988	-	£ 4,355	£ 1,330	£ 1,720	£ 44,364	£ 12,499	£ 59,702
14		UQ	£ 60,285	-	£ 9,000	-	£ 5,000	£ 69,395	£ 21,421	£ 89,102
		Median	£ 57,600	-	£ 6,625	-	£ 3,342	£ 65,362	£ 16,514	£ 83,369
		Average	£ 56,271	-	£ 7,256	£ 2,302	£ 3,702	£ 64,818	£ 17,658	£ 82,476
		LQ	£ 50,929	-	£ 5,488	-	£ 2,388	£ 57,605	£ 14,692	£ 78,411
15		UQ	£ 70,316	-	-	-	-	£ 77,348	£ 19,923	£ 93,748
		Median	£ 64,313	-	-	-	-	£ 70,744	£ 16,355	£ 89,449
		Average	£ 68,963	-	£ 9,225	£ 2,087	£ 6,377	£ 76,051	£ 18,198	£ 94,249
		LQ	£ 55,280	-	-	-	-	£ 61,596	£ 14,795	£ 81,244

**JOB LEVEL DEFINITIONS - Financial & Management Accounting Family
(Code: ACC)**

Level	Definition
7	Processes payments, invoices and vouchers, coding data as required to meet the needs of the accounting systems, and resolves simple queries associated with the data.
8	Undertakes basic accounting duties of analysing data, investigating variances, producing routine reports and schedules, and dealing with customers and suppliers. Must be a competent accounts clerk with a sound knowledge of bookkeeping and accounting techniques. Entry point for CAT trainees.
9	Maintains ledgers and prepares financial and statistical information for management purposes. Requires a comprehensive knowledge of the accounting procedures for a major set of accounts or a range of smaller accounts. Also the entry level for professional qualifications.
10	Co-ordinates daily activities of a small team of accounts staff dealing with any aspect of accounting, particularly receipts and payments. Will undertake a share of the more complex work and ensure that new staff are trained.
11	Maintains ledgers and financial records for a specific business area, analyses books and accounts for the preparation of monthly trial balances and management accounts. May be a newly qualified accounting technician or a graduate just starting to study for professional status. May lead a team of clerks who deal with a specific sub-division of the accounts.
12	Maintains company or subsidiary accounting records and assists in the preparation of management accounts. May be studying for full accountancy qualification or is a qualified accounting technician with some experience.
13	Prepares management or financial accounts, and / or a complete set of books. May oversee one or more teams of accounts clerks. Will often be studying for professional qualifications or be a qualified accounting technician. May be called an accounting officer.
14	Prepares a complete set of management or financial accounts and is responsible for the accuracy of all the transactions and their recording. Will normally be a qualified accountant or a very competent accounting technician. May supervise accounting staff.
15	Normally heads a team of professionally qualified specialists providing a management or financial accounting service in a larger organisation. A qualified accountant with full competence across a substantial range of the key role requirements.
16	Manages the company's accounting department including management and financial accounting, cash transactions, preparation of statutory accounts and returns. A qualified accountant demonstrating full competence across the role requirements as a whole.

Financial & Management Accounting Family (Code: ACC)

Job Level (Companies)	(Participants)	Pay					Total Cash	Benefits	Total Package	
		Base Pay	Allowances	Perf Rel	Profit Rel	Other Cash		Benefits Value	Total Value	
7		UQ	£ 28,148	-	£ 1,081	-	-	£ 29,313	£ 5,999	£ 35,033
		Median	£ 25,074	-	£ 1,039	-	-	£ 26,394	£ 5,517	£ 31,221
		Average	£ 22,982	-	£ 960	£ 1,502	£ 1,381	£ 23,752	£ 5,054	£ 28,805
		LQ	£ 17,000	-	£ 1,000	-	-	£ 17,000	£ 3,015	£ 20,015
8 & 9		UQ	£ 28,895	-	£ 2,609	-	-	£ 30,993	£ 6,957	£ 36,629
		Median	£ 26,052	-	£ 1,711	-	-	£ 27,040	£ 5,785	£ 33,844
		Average	£ 26,321	-	£ 1,905	£ 1,683	£ 1,694	£ 27,470	£ 5,926	£ 33,397
		LQ	£ 22,000	-	£ 1,089	-	-	£ 22,411	£ 5,082	£ 27,675
10		UQ	£ 30,563	-	£ 2,717	-	-	£ 32,478	£ 7,044	£ 39,628
		Median	£ 29,391	-	£ 2,282	-	-	£ 30,781	£ 6,793	£ 37,003
		Average	£ 29,612	-	£ 2,107	£ 2,001	-	£ 30,904	£ 6,436	£ 37,340
		LQ	£ 27,602	-	£ 1,450	-	-	£ 28,333	£ 6,014	£ 34,720
11		UQ	£ 35,000	-	£ 3,843	-	-	£ 38,113	£ 8,163	£ 46,363
		Median	£ 32,873	-	£ 3,445	-	-	£ 36,400	£ 7,289	£ 43,818
		Average	£ 33,044	-	£ 3,514	£ 2,106	£ 2,810	£ 35,359	£ 7,252	£ 42,611
		LQ	£ 30,700	-	£ 2,970	-	-	£ 33,252	£ 7,102	£ 38,885
12 & 13		UQ	£ 47,400	-	£ 5,000	-	-	£ 52,622	£ 12,721	£ 66,496
		Median	£ 41,736	-	£ 3,398	-	-	£ 44,946	£ 10,330	£ 57,425
		Average	£ 42,889	£ 8,855	£ 3,686	£ 2,030	£ 4,128	£ 46,244	£ 11,170	£ 57,415
		LQ	£ 35,800	-	£ 2,197	-	-	£ 38,856	£ 8,555	£ 49,357
14		UQ	£ 60,000	-	£ 10,000	-	-	£ 62,646	£ 22,132	£ 78,810
		Median	£ 50,000	-	£ 4,939	-	-	£ 55,400	£ 12,773	£ 73,265
		Average	£ 52,737	-	£ 6,099	£ 15,507	£ 4,607	£ 58,341	£ 15,698	£ 74,039
		LQ	£ 45,000	-	£ 3,631	-	-	£ 51,042	£ 10,619	£ 66,357
15		UQ	£ 65,286	-	£ 10,901	-	-	£ 75,724	£ 17,648	£ 94,395
		Median	£ 62,905	-	£ 8,750	-	-	£ 69,350	£ 16,448	£ 85,046
		Average	£ 61,690	-	£ 9,672	£ 827	£ 7,959	£ 69,563	£ 15,997	£ 85,561
		LQ	£ 56,290	-	£ 6,265	-	-	£ 62,783	£ 13,957	£ 80,465
16		UQ	£ 80,988	-	£ 13,500	-	-	£ 89,110	£ 24,433	£ 113,966
		Median	£ 72,500	-	£ 12,539	-	-	£ 80,776	£ 16,884	£ 102,149
		Average	£ 67,608	-	£ 11,242	£ 1,000	-	£ 75,783	£ 18,034	£ 93,817
		LQ	£ 48,750	-	£ 7,000	-	-	£ 60,773	£ 13,741	£ 71,220

JOB LEVEL DEFINITIONS – Company Secretarial Family (Code: COS)

Level	Definition
9	Maintains relevant data and prepares commercial and statistical information for company management purposes.
10	Senior within a group of staff dealing with all aspects of corporate secretarial support work. Requires a comprehensive knowledge of the relevant processes and information requirements. Undertakes the more complex work which may include guiding more junior staff.
11	May be newly qualified to an intermediate level or a graduate just starting to study for chartered professional status. May lead a team of clerks who deal with a specific sub-division of the support work.
12	Updates and maintains systems to ensure actions are taken and submissions are received to meet internal and external deadlines, escalating any issues to a more senior position. May be studying for full qualification. <i>In a local commercial environment Job Level 12 will assist the Company Secretary in all aspects of preparing for board meetings and subsequent records and action tracking.</i>
13	May oversee one or more teams of company secretarial support staff. Will normally be studying for full professional qualifications or be qualified to an intermediate level supported by substantial demonstrable competence.
14	Responsible for a complete set of corporate secretarial records including the timeliness of all necessary corporate actions and the accuracy of all supporting information. Will normally be a qualified chartered secretary. May supervise a company secretarial support unit.
15	Heads a team of professional company secretarial specialists providing an in-house company secretarial service. Qualified chartered secretary with full competence across a substantial range of the key role requirements.
16	Manages a company secretarial service comprising several teams, with overall responsibility for all corporate actions, statutory records and returns, and meeting the requirements of all client service level agreements. Qualified chartered secretary with full competence across the role requirements as a whole. <i>In a local commercial environment Job Level 16 will act as Company Secretary for a large / complex local company, responsible for preparing agendas, attending and taking minutes at board meetings (normally for Chairman's approval). Will ensure that all legal requirements for the organisation as directed by relevant corporate regulatory, statute or licence are met and adhered to.</i>

STRICTLY PRIVATE & CONFIDENTIAL

Company Secretarial Family (Code: COS)

Job Level (Companies)	(Participants)	Pay					Total Cash	Benefits	Total Package	
		Base Pay	Allowances	Perf Rel	Profit Rel	Other Cash		Benefits Value	Total Value	
9	3	UQ	-	-	-	-	-	-	-	
		Median	-	-	-	-	-	-	-	
		Average	£ 19,953	-	£ 1,776	-	-	£ 20,545	£ 5,090	£ 25,634
		LQ	-	-	-	-	-	-	-	-
10	4	UQ	-	-	-	-	-	-	-	
		Median	-	-	-	-	-	-	-	
		Average	£ 24,713	-	£ 2,626	-	-	£ 27,339	£ 5,945	£ 33,284
		LQ	-	-	-	-	-	-	-	-
11	3	UQ	-	-	-	-	-	-	-	
		Median	-	-	-	-	-	-	-	
		Average	£ 27,172	-	£ 2,627	-	-	£ 29,799	£ 6,404	£ 36,203
		LQ	-	-	-	-	-	-	-	-
12	7	UQ	£ 33,875	-	£ 2,717	-	-	£ 36,592	£ 8,526	£ 45,118
		Median	£ 31,000	-	£ 2,717	-	-	£ 33,717	£ 7,904	£ 41,621
		Average	£ 37,181	-	£ 5,178	-	-	£ 42,358	£ 8,674	£ 51,033
		LQ	£ 30,258	-	£ 2,717	-	-	£ 32,933	£ 7,743	£ 40,667
13	7	UQ	£ 44,000	-	£ 3,425	-	-	£ 46,784	£ 14,826	£ 61,127
		Median	£ 43,000	-	£ 2,717	-	-	£ 45,124	£ 10,500	£ 56,217
		Average	£ 44,298	-	£ 2,732	-	-	£ 47,029	£ 13,321	£ 60,350
		LQ	£ 41,386	-	£ 2,052	-	-	£ 44,375	£ 10,253	£ 54,815
14 & 15	5	UQ	-	-	-	-	-	-	-	
		Median	-	-	-	-	-	-	-	
		Average	£ 52,691	-	£ 7,851	-	-	£ 58,972	£ 13,463	£ 72,435
		LQ	-	-	-	-	-	-	-	-
16	8	UQ	£ 72,000	-	£ 11,565	-	-	£ 80,080	£ 22,753	£ 97,902
		Median	£ 65,250	-	£ 6,050	-	-	£ 68,580	£ 17,287	£ 85,951
		Average	£ 63,078	-	£ 8,089	-	-	£ 69,145	£ 17,314	£ 86,459
		LQ	£ 55,031	-	£ 4,385	-	-	£ 58,856	£ 13,703	£ 74,124

Job Families – Manual, Technical and Engineering Roles

Job Matching Table

HBA Job Level	Generic Skill Level	Management Responsibilities	Example Jobs
1			
2	Basic skills requiring a short period of induction.		Messenger; Office Cleaner; Roadsweeper (manual)
3	Practical skill often involving use of simple equipment.		Mobile Street Cleaner (walking machinery); Laundry Hand; Domestic; Refuse Collector, Kitchen Porter; Toilet Cleaner (mobile)
4	Use of less simple equipment, or additional demands pertaining to a sensitive or onerous environment or extending to ancillary duties such as basic record keeping.	These roles are below the level of a formal management role, but at all levels a more experienced worker may act as a point of reference and coordination on behalf of roles at the same or lower levels (e.g Chargehand or Foreman roles)	Street Cleaner (driving); Gardener; Storeman Checker; Tradesman's Mate; LGV / Minibus Driver; Nurseryman; Labourer; Specialised Vehicle Mate
5	Operation of medium-complex equipment, plant or machinery, extending to keeping of related official records.		Caretaker; Care Assistant, Gardener / Driver; Storeman, Groundsman; Handyman; HGV Driver/Operator; Plant Operator
6			
7	Operation of the most complex equipment, or the lowest level of craft skill at the level of a recognised apprenticeship.		Leisure Centre Assistant / Lifeguard; Driver/Operator - Specialist vehicle; Painter/Decorator; Craftsman Gardener; Head Porter; Fitter's Mate; Chef; Tanker Driver; Tree Surgeon
8	A time-served practitioner with recognised apprenticeship, C&G craft qualifications and diagnostic skills within trade.		Stone Dresser; Drainage Works Technician; Playing Fields Head Groundsman;
9	A time-served practitioner with multi-trade skills and complex diagnostic skills, and / or high level specialism supported by C&G Technical qualifications	Directs colleagues' work if in charge of a team of workers	Carpenter/Joiner; Equipment Technician; Vehicle Technician; Electrician; Stonemason (historic bldgs); Welder / Fitter; Crane Technician; Plumbing / Heating Engineer
10	Multi-trade skills. Nationally recognised technical qualification	Co-ordinates the work of a small group	Head Chef; Technical Foreman; Vehicle & Systems Engineer; Multi-skilled Technician
11	Lowest level for formal technician professional qualification roles	Co-ordinates the work of a larger or more specialist group.	Engineering Technician; Clerk of Works
12	Experienced formal technician-qualified	All aspects of team supervision for a small team	Senior Engineering Technician
13		Supervises a larger or more specialised team.	
14	Lowest level for chartered professional roles	Unit Manager, manages team supervisors	Chartered Engineer
15	Experienced chartered professional	Department Manager, controls all external interfaces of Dept.	
16	Strategic skills as relevant to professional background	Large / specialist Department Manager	Senior Engineer
17		Deputy Function Head	
18	Strategic skills beyond professional background	Function Head	Chief Engineer
19+	Business-level skills		Business Unit Head; Director

Plumbing & Drainage Family

Job Level (Companies)	(Participants)	Pay					Total Cash	Benefits	Total Package
		Base Pay	Allowances	Perf Rel	Profit Rel	Other Cash		Benefits Value	Total Value
3	2	UQ	-	-	-	-	-	-	-
		Median	-	-	-	-	-	-	-
		Average	£ 13,000	-	-	-	-	£ 1,032	£ 14,032
		LQ	-	-	-	-	-	-	-
4	2	UQ	-	-	-	-	-	-	-
		Median	-	-	-	-	-	-	-
		Average	£ 13,572	-	-	-	-	£ 1,077	£ 14,649
		LQ	-	-	-	-	-	-	-
6 & 7	12	UQ	£ 22,464	-	-	-	-	£ 5,676	£ 28,430
		Median	£ 22,462	-	-	-	-	£ 5,451	£ 27,642
		Average	£ 22,609	-	-	£ 1,014	-	£ 4,456	£ 27,319
		LQ	£ 21,987	-	-	-	-	£ 1,783	£ 24,247
8	13	UQ	£ 29,306	-	-	£ 1,465	-	£ 9,944	£ 40,715
		Median	£ 24,516	-	-	£ 1,465	-	£ 6,089	£ 30,605
		Average	£ 26,266	-	-	£ 1,318	-	£ 7,171	£ 34,045
		LQ	£ 24,516	-	-	£ 1,166	-	£ 6,089	£ 30,605
9 & 10	24	UQ	£ 32,708	-	-	£ 1,468	-	£ 9,958	£ 40,777
		Median	£ 29,411	-	-	£ 1,468	-	£ 7,999	£ 38,534
		Average	£ 30,955	-	-	£ 1,376	£ 2,500	£ 6,914	£ 38,546
		LQ	£ 29,351	-	-	£ 1,352	-	£ 2,596	£ 35,304
12	2	UQ	-	-	-	-	-	-	-
		Median	-	-	-	-	-	-	-
		Average	£ 39,197	-	-	£ 1,568	-	£ 7,499	£ 48,264
		LQ	-	-	-	-	-	-	-
13 to 16	2	UQ	-	-	-	-	-	-	-
		Median	-	-	-	-	-	-	-
		Average	£ 41,576	-	-	£ 1,663	-	£ 8,539	£ 51,778
		LQ	-	-	-	-	-	-	-

Building Trades Family

Job Level (Companies)	(Participants)	Pay					Total Cash	Benefits	Total Package	
		Base Pay	Allowances	Perf Rel	Profit Rel	Other Cash		Benefits Value	Total Value	
3 & 4	8	UQ	£ 19,867	-	-	-	-	£ 19,867	£ 849	£ 20,655
		Median	£ 19,867	-	-	-	-	£ 19,867	£ 788	£ 20,655
		Average	£ 18,293	-	-	-	-	£ 18,293	£ 861	£ 19,154
		LQ	£ 18,436	-	-	-	-	£ 18,436	£ 788	£ 19,308
5 to 7	16	UQ	£ 24,388	-	-	-	-	£ 24,388	£ 2,613	£ 27,642
		Median	£ 22,176	-	-	-	-	£ 22,176	£ 1,936	£ 26,324
		Average	£ 20,732	-	-	-	-	£ 20,732	£ 2,319	£ 23,051
		LQ	£ 15,590	-	-	-	-	£ 15,590	£ 619	£ 16,209
8	36	UQ	£ 35,610	-	-	-	-	£ 35,610	£ 1,413	£ 37,023
		Median	£ 25,225	-	-	-	-	£ 25,225	£ 1,001	£ 26,226
		Average	£ 28,368	-	-	-	-	£ 28,368	£ 1,342	£ 29,710
		LQ	£ 25,225	-	-	-	-	£ 25,225	£ 1,001	£ 26,226
9	22	UQ	£ 29,983	-	-	-	-	£ 29,983	£ 5,384	£ 32,385
		Median	£ 29,921	-	-	-	-	£ 29,921	£ 2,381	£ 31,308
		Average	£ 29,683	-	-	£ 1,142	-	£ 29,787	£ 3,957	£ 33,744
		LQ	£ 29,600	-	-	-	-	£ 29,600	£ 1,187	£ 31,108
10 to 11	3	UQ	-	-	-	-	-	-	-	-
		Median	-	-	-	-	-	-	-	-
		Average	£ 35,096	-	-	-	-	£ 35,096	£ 4,571	£ 39,667
		LQ	-	-	-	-	-	-	-	-

Stores Family

Job Level (Companies)	(Participants)	Pay					Total Cash	Benefits	Total Package	
		Base Pay	Allowances	Perf Rel	Profit Rel	Other Cash		Benefits Value	Total Value	
3	3	UQ	-	-	-	-	-	-	-	
		Median	-	-	-	-	-	-	-	
		Average	£ 15,237	-	-	-	-	£ 15,237	£ 2,233	£ 17,469
		LQ	-	-	-	-	-	-	-	
4	4	UQ	-	-	-	-	-	-	-	
		Median	-	-	-	-	-	-	-	
		Average	£ 21,892	-	-	-	-	£ 21,892	£ 3,972	£ 25,864
		LQ	-	-	-	-	-	-	-	
5	11	UQ	£ 19,319	-	-	-	-	£ 19,319	£ 2,607	£ 21,235
		Median	£ 18,014	-	-	-	-	£ 18,014	£ 1,989	£ 19,801
		Average	£ 17,951	-	-	£ 992	-	£ 18,041	£ 2,434	£ 20,475
		LQ	£ 14,963	-	-	-	-	£ 14,963	£ 1,850	£ 17,570
6 & 7	5	UQ	-	-	-	-	-	-	-	
		Median	-	-	-	-	-	-	-	
		Average	£ 26,381	-	-	£ 649	-	£ 26,641	£ 5,873	£ 32,514
		LQ	-	-	-	-	-	-	-	
9	3	UQ	-	-	-	-	-	-	-	
		Median	-	-	-	-	-	-	-	
		Average	£ 29,729	-	-	£ 1,520	-	£ 30,236	£ 6,605	£ 36,841
		LQ	-	-	-	-	-	-	-	
10 to 12	2	UQ	-	-	-	-	-	-	-	
		Median	-	-	-	-	-	-	-	
		Average	£ 32,665	-	-	-	£ 500	£ 32,915	£ 4,655	£ 37,570
		LQ	-	-	-	-	-	-	-	
14	2	UQ	-	-	-	-	-	-	-	
		Median	-	-	-	-	-	-	-	
		Average	£ 39,326	-	-	£ 5,665	-	£ 42,158	£ 3,901	£ 46,059
		LQ	-	-	-	-	-	-	-	

Drivers Family

Job Level (Companies)	(Participants)	Pay					Total Cash	Benefits	Total Package	
		Base Pay	Allowances	Perf Rel	Profit Rel	Other Cash		Benefits Value	Total Value	
4	4	UQ	-	-	-	-	-	-	-	
		Median	-	-	-	-	-	-	-	
		Average	£ 22,799	-	-	-	£ 2,664	£ 23,465	£ 5,378	£ 28,843
		LQ	-	-	-	-	-	-	-	
5 & 6	191	UQ	£ 26,333	-	-	-	£ 1,317	£ 27,650	£ 6,142	£ 33,792
		Median	£ 26,333	-	-	-	£ 1,317	£ 27,650	£ 6,142	£ 33,792
		Average	£ 25,992	-	-	£ 1,186	£ 1,312	£ 27,267	£ 6,000	£ 33,267
		LQ	£ 26,000	-	-	-	£ 1,300	£ 27,300	£ 6,064	£ 33,364
7	44	UQ	£ 29,163	-	-	£ 1,458	-	£ 30,621	£ 9,902	£ 40,523
		Median	£ 24,301	-	-	£ 1,458	-	£ 24,898	£ 5,736	£ 30,199
		Average	£ 26,956	-	-	£ 1,033	-	£ 27,800	£ 7,766	£ 35,566
		LQ	£ 22,947	-	-	£ 303	-	£ 23,251	£ 5,446	£ 28,556
8 & 9	2	UQ	-	-	-	-	-	-	-	
		Median	-	-	-	-	-	-	-	
		Average	£ 34,882	-	-	£ 2,026	-	£ 35,894	£ 9,922	£ 45,816
		LQ	-	-	-	-	-	-	-	

Gardeners and Caretakers Family

Job Level (Companies)	Job Title (Participants)	Pay					Total Cash	Benefits	Total Package	
		Base Pay	Allowances	Perf Rel	Profit Rel	Other Cash		Benefits Value	Total Value	
4		UQ	£ 20,006	-	-	-	-	£ 20,006	£ 5,451	£ 25,457
		Median	£ 15,487	-	-	-	-	£ 15,487	£ 5,082	£ 20,569
		Average	£ 18,758	-	-	-	-	£ 18,758	£ 5,854	£ 24,612
		LQ	£ 15,487	-	-	-	-	£ 15,487	£ 5,082	£ 20,569
3	6	UQ	£ 24,607	-	-	-	-	£ 25,482	£ 6,572	£ 31,681
		Median	£ 22,360	-	-	-	-	£ 22,360	£ 5,432	£ 26,659
		Average	£ 22,821	-	-	-	£ 1,302	£ 23,038	£ 5,881	£ 28,919
		LQ	£ 21,673	-	-	-	-	£ 21,673	£ 4,299	£ 26,381
5 to 7		UQ	£ 23,891	-	-	-	-	£ 23,891	£ 5,335	£ 29,226
		Median	£ 23,891	-	-	-	-	£ 23,891	£ 5,335	£ 29,226
		Average	£ 23,779	-	-	-	-	£ 23,779	£ 5,397	£ 29,176
		LQ	£ 23,891	-	-	-	-	£ 23,891	£ 5,335	£ 29,226
3	7	UQ	£ 27,080	-	-	-	-	£ 27,080	£ 6,388	£ 33,468
		Median	£ 25,520	-	-	-	-	£ 25,520	£ 5,699	£ 31,219
		Average	£ 27,980	-	-	-	-	£ 27,980	£ 6,530	£ 34,510
		LQ	£ 25,520	-	-	-	-	£ 25,520	£ 5,699	£ 31,219
8		UQ	£ 23,891	-	-	-	-	£ 23,891	£ 5,335	£ 29,226
		Median	£ 23,891	-	-	-	-	£ 23,891	£ 5,335	£ 29,226
		Average	£ 23,779	-	-	-	-	£ 23,779	£ 5,397	£ 29,176
		LQ	£ 23,891	-	-	-	-	£ 23,891	£ 5,335	£ 29,226
3	10	UQ	£ 27,080	-	-	-	-	£ 27,080	£ 6,388	£ 33,468
		Median	£ 25,520	-	-	-	-	£ 25,520	£ 5,699	£ 31,219
		Average	£ 27,980	-	-	-	-	£ 27,980	£ 6,530	£ 34,510
		LQ	£ 25,520	-	-	-	-	£ 25,520	£ 5,699	£ 31,219
9		UQ	£ 27,080	-	-	-	-	£ 27,080	£ 6,388	£ 33,468
		Median	£ 25,520	-	-	-	-	£ 25,520	£ 5,699	£ 31,219
		Average	£ 27,980	-	-	-	-	£ 27,980	£ 6,530	£ 34,510
		LQ	£ 25,520	-	-	-	-	£ 25,520	£ 5,699	£ 31,219
3	6	UQ	£ 27,080	-	-	-	-	£ 27,080	£ 6,388	£ 33,468
		Median	£ 25,520	-	-	-	-	£ 25,520	£ 5,699	£ 31,219
		Average	£ 27,980	-	-	-	-	£ 27,980	£ 6,530	£ 34,510
		LQ	£ 25,520	-	-	-	-	£ 25,520	£ 5,699	£ 31,219

Electrician Family

Job Level (Companies)	(Participants)	Pay					Total Cash	Benefits	Total Package	
		Base Pay	Allowances	Perf Rel	Profit Rel	Other Cash		Benefits Value	Total Value	
4	5	UQ	-	-	-	-	-	-	-	
		Median	-	-	-	-	-	-	-	
		Average	£ 25,491	-	-	-	-	£ 25,491	£ 8,317	£ 33,808
		LQ	-	-	-	-	-	-	-	
5 to 7	3	UQ	-	-	-	-	-	-	-	
		Median	-	-	-	-	-	-	-	
		Average	£ 21,425	-	-	-	-	£ 21,425	£ 3,445	£ 24,871
		LQ	-	-	-	-	-	-	-	
8	4	UQ	-	-	-	-	-	-	-	
		Median	-	-	-	-	-	-	-	
		Average	£ 29,921	-	-	-	-	£ 29,921	£ 9,432	£ 39,354
		LQ	-	-	-	-	-	-	-	
9	49	UQ	£ 33,724	-	-	-	-	£ 33,724	£ 10,117	£ 43,894
		Median	£ 31,484	-	-	-	-	£ 31,616	£ 9,591	£ 40,142
		Average	£ 32,103	-	£ 518	£ 1,157	£ 2,531	£ 32,344	£ 8,937	£ 41,281
		LQ	£ 29,470	-	-	-	-	£ 29,470	£ 8,964	£ 37,890
10	7	UQ	£ 43,995	-	-	-	-	£ 43,995	£ 12,975	£ 56,971
		Median	£ 42,337	-	-	-	-	£ 42,337	£ 12,558	£ 54,895
		Average	£ 43,060	-	-	-	-	£ 43,060	£ 12,740	£ 55,800
		LQ	£ 40,902	-	-	-	-	£ 40,902	£ 12,197	£ 53,099
11 to 13	6	UQ	£ 55,502	-	-	-	-	£ 55,502	£ 15,872	£ 71,374
		Median	£ 53,392	-	-	-	-	£ 53,392	£ 15,341	£ 68,733
		Average	£ 50,513	-	-	£ 1,375	-	£ 50,971	£ 12,316	£ 63,287
		LQ	£ 42,220	-	-	-	-	£ 43,251	£ 7,354	£ 50,606
14 & 15	3	UQ	-	-	-	-	-	-	-	
		Median	-	-	-	-	-	-	-	
		Average	£ 59,863	-	-	£ 1,881	-	£ 60,490	£ 18,554	£ 79,044
		LQ	-	-	-	-	-	-	-	

Mechanic / Fitter Family

Job Level (Companies)	(Participants)	Pay					Total Cash	Benefits	Total Package	
		Base Pay	Allowances	Perf Rel	Profit Rel	Other Cash		Benefits Value	Total Value	
4	2	UQ	-	-	-	-	-	-	-	
		Median	-	-	-	-	-	-	-	
		Average	£ 24,485	-	-	-	-	£ 24,485	£ 8,064	£ 32,548
		LQ	-	-	-	-	-	-	-	
6 & 7	2	UQ	-	-	-	-	-	-	-	
		Median	-	-	-	-	-	-	-	
		Average	£ 24,927	-	-	£ 997	-	£ 25,924	£ 5,184	£ 31,108
		LQ	-	-	-	-	-	-	-	
8	4	UQ	-	-	-	-	-	-	-	
		Median	-	-	-	-	-	-	-	
		Average	£ 27,556	-	-	£ 1,157	£ 1,348	£ 28,183	£ 6,904	£ 35,087
		LQ	-	-	-	-	-	-	-	
9	17	UQ	£ 37,325	-	-	-	£ 2,664	£ 37,988	£ 10,979	£ 49,451
		Median	£ 31,669	-	-	-	£ 2,398	£ 33,252	£ 9,945	£ 43,906
		Average	£ 34,108	-	-	£ 1,338	£ 2,286	£ 35,151	£ 9,587	£ 44,739
		LQ	£ 29,807	-	-	-	£ 2,029	£ 30,551	£ 9,404	£ 40,142
10 & 11	5	UQ	-	-	-	-	-	-	-	
		Median	-	-	-	-	-	-	-	
		Average	£ 35,923	-	-	£ 1,823	£ 2,664	£ 37,185	£ 10,374	£ 47,559
		LQ	-	-	-	-	-	-	-	
12 to 14	2	UQ	-	-	-	-	-	-	-	
		Median	-	-	-	-	-	-	-	
		Average	£ 41,978	-	-	£ 1,679	-	£ 43,657	£ 7,950	£ 51,608
		LQ	-	-	-	-	-	-	-	

Labourer / Cleaner Family

Job Level (Companies)	(Participants)	Pay					Total Cash	Benefits	Total Package	
		Base Pay	Allowances	Perf Rel	Profit Rel	Other Cash		Benefits Value	Total Value	
3		UQ	-	-	-	-	-	-	-	
		Median	-	-	-	-	-	-	-	
		Average	£ 18,300	-	-	-	-	£ 18,300	£ 4,086	£ 22,386
		LQ	-	-	-	-	-	-	-	
1	2	UQ	-	-	-	-	-	-	-	
		Median	-	-	-	-	-	-	-	
		Average	£ 18,300	-	-	-	-	£ 18,300	£ 4,086	£ 22,386
		LQ	-	-	-	-	-	-	-	
4		UQ	£ 21,512	-	-	-	-	£ 21,512	£ 5,574	£ 27,086
		Median	£ 16,437	-	-	-	-	£ 16,437	£ 652	£ 17,089
		Average	£ 18,902	-	-	-	£ 2,664	£ 18,955	£ 2,708	£ 21,662
		LQ	£ 16,437	-	-	-	-	£ 16,437	£ 652	£ 17,089
4	51	UQ	£ 21,512	-	-	-	-	£ 21,512	£ 5,574	£ 27,086
		Median	£ 16,437	-	-	-	-	£ 16,437	£ 652	£ 17,089
		Average	£ 18,902	-	-	-	£ 2,664	£ 18,955	£ 2,708	£ 21,662
		LQ	£ 16,437	-	-	-	-	£ 16,437	£ 652	£ 17,089
5		UQ	£ 17,488	-	-	-	£ 874	£ 18,363	£ 4,079	£ 22,442
		Median	£ 17,488	-	-	-	£ 874	£ 18,363	£ 4,079	£ 22,442
		Average	£ 17,488	-	-	-	£ 874	£ 18,363	£ 4,079	£ 22,442
		LQ	£ 17,488	-	-	-	£ 874	£ 18,363	£ 4,079	£ 22,442
1	18	UQ	£ 17,488	-	-	-	£ 874	£ 18,363	£ 4,079	£ 22,442
		Median	£ 17,488	-	-	-	£ 874	£ 18,363	£ 4,079	£ 22,442
		Average	£ 17,488	-	-	-	£ 874	£ 18,363	£ 4,079	£ 22,442
		LQ	£ 17,488	-	-	-	£ 874	£ 18,363	£ 4,079	£ 22,442
7		UQ	£ 21,541	-	-	-	-	£ 21,541	£ 855	£ 22,396
		Median	£ 21,541	-	-	-	-	£ 21,541	£ 855	£ 22,396
		Average	£ 21,696	-	-	-	-	£ 21,696	£ 1,194	£ 22,890
		LQ	£ 21,541	-	-	-	-	£ 21,541	£ 855	£ 22,396
2	89	UQ	£ 21,541	-	-	-	-	£ 21,541	£ 855	£ 22,396
		Median	£ 21,541	-	-	-	-	£ 21,541	£ 855	£ 22,396
		Average	£ 21,696	-	-	-	-	£ 21,696	£ 1,194	£ 22,890
		LQ	£ 21,541	-	-	-	-	£ 21,541	£ 855	£ 22,396
8 & 9		UQ	-	-	-	-	-	-	-	-
		Median	-	-	-	-	-	-	-	-
		Average	£ 33,691	-	-	-	-	£ 33,691	£ 9,336	£ 43,027
		LQ	-	-	-	-	-	-	-	-
2	3	UQ	-	-	-	-	-	-	-	-
		Median	-	-	-	-	-	-	-	-
		Average	£ 33,691	-	-	-	-	£ 33,691	£ 9,336	£ 43,027
		LQ	-	-	-	-	-	-	-	-

STRICTLY PRIVATE & CONFIDENTIAL

Plant Operator Family

Job Level (Companies)	(Participants)	Pay					Benefits	Total Package		
		Base Pay	Allowances	Perf Rel	Profit Rel	Other Cash	Total Cash	Benefits Value	Total Value	
5 & 6	5	UQ	-	-	-	-	-	-	-	
		Median	-	-	-	-	-	-	-	
		Average	£ 21,688	-	-	£ 302	-	£ 21,929	£ 4,266	£ 26,195
		LQ	-	-	-	-	-	-	-	-
7 & 8	29	UQ	£ 24,460	-	-	£ 304	-	£ 24,766	£ 5,828	£ 30,320
		Median	£ 23,055	-	-	£ 303	-	£ 23,358	£ 5,557	£ 28,822
		Average	£ 24,746	-	-	£ 303	-	£ 24,871	£ 4,720	£ 29,591
		LQ	£ 22,994	-	-	£ 301	-	£ 22,994	£ 5,323	£ 28,822
9	13	UQ	£ 33,724	-	-	-	£ 8,392	£ 42,115	£ 10,390	£ 52,505
		Median	£ 33,724	-	-	-	£ 8,392	£ 42,115	£ 10,390	£ 52,505
		Average	£ 33,659	-	-	-	£ 6,107	£ 39,766	£ 10,373	£ 50,140
		LQ	£ 33,724	-	-	-	£ 2,664	£ 36,388	£ 10,390	£ 46,778
13 & 14	6	UQ	£ 69,547	-	-	-	£ 8,346	£ 77,893	£ 19,684	£ 97,577
		Median	£ 58,665	-	-	-	£ 7,040	£ 65,704	£ 16,901	£ 82,605
		Average	£ 63,501	-	-	-	£ 7,620	£ 71,121	£ 18,836	£ 89,957
		LQ	£ 58,665	-	-	-	£ 7,040	£ 65,704	£ 16,901	£ 82,605

Catering Family

Job Level (Companies)	(Participants)	Pay					Benefits	Total Package		
		Base Pay	Allowances	Perf Rel	Profit Rel	Other Cash	Total Cash	Benefits Value	Total Value	
5		UQ	-	-	-	-	-	-	-	
		Median	-	-	-	-	-	-	-	
		Average	£ 13,982	-	-	-	-	£ 13,982	£ 2,436	£ 16,418
		LQ	-	-	-	-	-	-	-	
1	4	UQ	-	-	-	-	-	-	-	
		Median	-	-	-	-	-	-	-	
		Average	£ 18,798	-	-	-	-	£ 18,798	£ 3,275	£ 22,073
		LQ	-	-	-	-	-	-	-	
6		UQ	-	-	-	-	-	-	-	
		Median	-	-	-	-	-	-	-	
		Average	£ 25,000	-	-	-	-	£ 25,000	£ 4,433	£ 29,433
		LQ	-	-	-	-	-	-	-	
1	2	UQ	-	-	-	-	-	-	-	
		Median	-	-	-	-	-	-	-	
		Average	£ 25,000	-	-	-	-	£ 25,000	£ 4,433	£ 29,433
		LQ	-	-	-	-	-	-	-	
7		UQ	£ 25,000	-	-	-	-	£ 25,000	£ 4,433	£ 29,433
		Median	£ 25,000	-	-	-	-	£ 25,000	£ 4,433	£ 29,433
		Average	£ 24,373	-	-	-	-	£ 24,373	£ 4,363	£ 28,735
		LQ	£ 25,000	-	-	-	-	£ 25,000	£ 4,433	£ 29,433
3	58	UQ	-	-	-	-	-	-	-	
		Median	-	-	-	-	-	-	-	
		Average	£ 25,207	-	-	-	-	£ 25,207	£ 4,391	£ 29,599
		LQ	-	-	-	-	-	-	-	
8 to 10		UQ	-	-	-	-	-	-	-	
		Median	-	-	-	-	-	-	-	
		Average	£ 25,207	-	-	-	-	£ 25,207	£ 4,391	£ 29,599
		LQ	-	-	-	-	-	-	-	
1	3	UQ	-	-	-	-	-	-	-	
		Median	-	-	-	-	-	-	-	
		Average	£ 25,207	-	-	-	-	£ 25,207	£ 4,391	£ 29,599
		LQ	-	-	-	-	-	-	-	

STRICTLY PRIVATE & CONFIDENTIAL

Qualified Engineer Family

Job Level (Companies)	Participants	Pay					Total Cash	Benefits	Total Package	
		Base Pay	Allowances	Perf Rel	Profit Rel	Other Cash		Benefits Value	Total Value	
7	3	UQ	-	-	-	-	-	-	-	
		Median	-	-	-	-	-	-	-	
		Average	£ 19,667	-	-	-	£ 1,000	£ 20,667	£ 2,838	£ 23,505
		LQ	-	-	-	-	-	-	-	
9	10	UQ	£ 40,000	-	£ 729	-	-	£ 42,000	£ 9,330	£ 51,330
		Median	£ 35,659	-	£ 690	-	-	£ 36,401	£ 7,717	£ 44,118
		Average	£ 38,024	-	£ 679	-	£ 2,000	£ 39,032	£ 8,784	£ 47,816
		LQ	£ 35,659	-	£ 639	-	-	£ 36,349	£ 7,717	£ 44,066
10	6	UQ	£ 36,371	-	-	-	-	£ 37,137	£ 7,871	£ 45,008
		Median	£ 36,371	-	-	-	-	£ 36,706	£ 7,871	£ 44,577
		Average	£ 42,034	-	£ 517	-	-	£ 42,293	£ 9,844	£ 52,137
		LQ	£ 35,312	-	-	-	-	£ 35,374	£ 7,642	£ 43,015
11	47	UQ	£ 42,615	-	£ 825	-	-	£ 43,440	£ 9,222	£ 52,662
		Median	£ 42,615	-	£ 664	-	-	£ 43,234	£ 9,222	£ 52,456
		Average	£ 42,094	-	£ 656	-	£ 1,500	£ 42,632	£ 9,171	£ 51,803
		LQ	£ 41,788	-	£ 561	-	-	£ 42,105	£ 9,043	£ 51,148
12 & 13	34	UQ	£ 46,128	-	£ 893	-	£ 2,500	£ 47,021	£ 9,982	£ 57,003
		Median	£ 46,128	-	£ 837	-	£ 2,500	£ 46,798	£ 9,982	£ 56,780
		Average	£ 44,646	-	£ 767	£ 512	£ 2,500	£ 45,554	£ 9,245	£ 54,798
		LQ	£ 40,000	-	£ 670	-	£ 2,500	£ 42,500	£ 7,011	£ 47,499
14 & 15	24	UQ	£ 58,430	-	£ 2,983	-	£ 4,000	£ 61,470	£ 12,645	£ 74,116
		Median	£ 56,135	-	£ 2,860	-	£ 4,000	£ 58,988	£ 12,148	£ 71,136
		Average	£ 57,438	-	£ 2,893	£ 1,646	£ 4,000	£ 59,970	£ 12,546	£ 72,516
		LQ	£ 53,333	-	£ 2,669	-	£ 4,000	£ 57,333	£ 7,865	£ 63,750
16	3	UQ	-	-	-	-	-	-	-	-
		Median	-	-	-	-	-	-	-	-
		Average	£ 67,410	-	£ 6,018	£ 522	-	£ 71,597	£ 13,425	£ 85,021
		LQ	-	-	-	-	-	-	-	-

Job Families – Senior Management Roles

Accounting Family

Job Level (Companies)	HBA Points Range (Participants)	Pay					Benefits	Total Package	
			Base Pay	Perf Rel	Profit Rel	Other Cash	Total Cash	Benefits Value	Total Value
17	106 - 115	UQ	-	-	-	-	-	-	
		Median	-	-	-	-	-	-	
		Average	£88,927	£21,080	£15,647	£3,072	£110,149	£ 29,563	£ 139,712
		LQ	-	-	-	-	-	-	-
4	5	UQ	-	-	-	-	-	-	
		Median	-	-	-	-	-	-	-
		Average	£88,927	£21,080	£15,647	£3,072	£110,149	£ 29,563	£ 139,712
		LQ	-	-	-	-	-	-	-
18	116 - 127	UQ	£ 109,225	-	-	-	£ 119,592	£ 25,577	£ 142,171
		Median	£ 89,685	-	-	-	£ 106,756	£ 23,832	£ 130,588
		Average	£ 92,531	£ 16,097	£ 19,843	-	£ 106,569	£ 25,986	£ 132,556
		LQ	£ 79,325	-	-	-	£ 95,536	£ 22,547	£ 121,081
6	6	UQ	£ 109,225	-	-	-	£ 119,592	£ 25,577	£ 142,171
		Median	£ 89,685	-	-	-	£ 106,756	£ 23,832	£ 130,588
		Average	£ 92,531	£ 16,097	£ 19,843	-	£ 106,569	£ 25,986	£ 132,556
		LQ	£ 79,325	-	-	-	£ 95,536	£ 22,547	£ 121,081
19	128 - 140	UQ	£ 97,261	-	-	-	£ 123,255	£ 28,872	£ 151,351
		Median	£ 89,700	-	-	-	£ 103,176	£ 20,188	£ 125,537
		Average	£ 87,127	£ 37,264	£ 24,504	£ 20,625	£ 112,733	£ 23,127	£ 135,860
		LQ	£ 65,099	-	-	-	£ 81,625	£ 14,860	£ 96,768
7	10	UQ	£ 97,261	-	-	-	£ 123,255	£ 28,872	£ 151,351
		Median	£ 89,700	-	-	-	£ 103,176	£ 20,188	£ 125,537
		Average	£ 87,127	£ 37,264	£ 24,504	£ 20,625	£ 112,733	£ 23,127	£ 135,860
		LQ	£ 65,099	-	-	-	£ 81,625	£ 14,860	£ 96,768
20	141 - 154	UQ	£ 131,912	£ 52,500	-	-	£ 169,932	£ 37,395	£ 209,814
		Median	£ 120,000	£ 30,000	-	-	£ 150,000	£ 34,439	£ 189,570
		Average	£ 123,601	£ 38,580	£ -	£ -	£ 162,180	£ 33,401	£ 195,582
		LQ	£ 109,315	£ 24,389	-	-	£ 141,244	£ 27,801	£ 166,741
7	7	UQ	£ 131,912	£ 52,500	-	-	£ 169,932	£ 37,395	£ 209,814
		Median	£ 120,000	£ 30,000	-	-	£ 150,000	£ 34,439	£ 189,570
		Average	£ 123,601	£ 38,580	£ -	£ -	£ 162,180	£ 33,401	£ 195,582
		LQ	£ 109,315	£ 24,389	-	-	£ 141,244	£ 27,801	£ 166,741
21	155 - 169	UQ	-	-	-	-	-	-	-
		Median	-	-	-	-	-	-	-
		Average	£ 125,440	£ 40,000	£ 30,220	-	£ 160,550	£ 50,984	£ 211,534
		LQ	-	-	-	-	-	-	-
2	2	UQ	-	-	-	-	-	-	-
		Median	-	-	-	-	-	-	-
		Average	£ 125,440	£ 40,000	£ 30,220	-	£ 160,550	£ 50,984	£ 211,534
		LQ	-	-	-	-	-	-	-

Human Resources Family

Job Level (Companies)	HBA Points Range (Participants)	Pay					Benefits	Total Package	
			Base Pay	Perf Rel	Profit Rel	Other Cash	Total Cash	Benefits Value	Total Value
17	106 - 115	UQ	-	-	-	-	-	-	
		Median	-	-	-	-	-	-	
		Average	£ 72,251	£ 12,885	-	-	£ 85,136	£ 20,419	£ 105,555
		LQ	-	-	-	-	-	-	-
2	3	UQ	-	-	-	-	-	-	
		Median	-	-	-	-	-	-	
		Average	£ 70,933	£ 20,616	£ 19,575	-	£ 91,202	£ 25,833	£ 117,035
		LQ	-	-	-	-	-	-	-
18	116 - 127	UQ	-	-	-	-	-	-	
		Median	-	-	-	-	-	-	
		Average	£ 97,465	-	-	-	£ 117,536	£ 30,479	£ 141,533
		LQ	-	-	-	-	-	-	-
3	3	UQ	£ 81,071	-	-	-	£ 107,571	£ 24,119	£ 137,698
		Median	£ 89,016	£ 21,206	-	£ 22,500	£ 106,903	£ 23,527	£ 130,430
		Average	£ 75,786	-	-	-	£ 99,375	£ 16,848	£ 119,153
		LQ	-	-	-	-	-	-	-
19	128 - 140	UQ	-	-	-	-	-	-	
		Median	-	-	-	-	-	-	
		Average	£ 123,859	£ 29,326	£ -	£ -	£ 153,185	£ 35,079	£ 188,263
		LQ	-	-	-	-	-	-	-
20	141 - 154	UQ	-	-	-	-	-	-	
		Median	-	-	-	-	-	-	
		Average	£ 123,859	£ 29,326	£ -	£ -	£ 153,185	£ 35,079	£ 188,263
		LQ	-	-	-	-	-	-	-
3	3	UQ	-	-	-	-	-	-	
		Median	-	-	-	-	-	-	
		Average	£ 123,859	£ 29,326	£ -	£ -	£ 153,185	£ 35,079	£ 188,263
		LQ	-	-	-	-	-	-	-

Engineering Family

Job Level (Companies)	HBA Points Range (Participants)	Pay					Benefits	Total Package	
		Base Pay	Perf Rel	Profit Rel	Other Cash	Total Cash	Benefits Value	Total Value	
17 & 18 3	106 - 115 5	UQ	-	-	-	-	-	-	
		Median	-	-	-	-	-	-	
		Average	£ 61,135	£ 9,539	£ 2,400	-	£ 63,523	£ 16,183	£ 79,706
		LQ	-	-	-	-	-	-	-

Information Technology Family

Job Level <i>(Companies)</i>	HBA Points Range <i>(Participants)</i>	Pay					Benefits	Total Package	
			Base Pay	Perf Rel	Profit Rel	Other Cash	Total Cash	Benefits Value	Total Value
17	106 - 115	UQ	-	-	-	-	-	-	
		Median	-	-	-	-	-	-	
		Average	£ 93,962	£ 18,517	£ 20,046	-	£ 112,861	£ 26,264	£ 139,124
		LQ	-	-	-	-	-	-	-
4	4	UQ	-	-	-	-	-	-	
		Median	-	-	-	-	-	-	
		Average	£ 83,125	£ 26,000	-	-	£ 109,125	£ 29,267	£ 138,392
		LQ	-	-	-	-	-	-	-
18	116 - 127	UQ	-	-	-	-	-	-	
		Median	-	-	-	-	-	-	
		Average	£ 91,478	£ 26,400	-	£ 18,000	£ 115,778	£ 25,981	£ 141,759
		LQ	-	-	-	-	-	-	-
19	128 - 140	UQ	-	-	-	-	-	-	
		Median	-	-	-	-	-	-	
		Average	£ 91,478	£ 26,400	-	£ 18,000	£ 115,778	£ 25,981	£ 141,759
		LQ	-	-	-	-	-	-	-
4	4	UQ	-	-	-	-	-	-	
		Median	-	-	-	-	-	-	
		Average	£ 91,478	£ 26,400	-	£ 18,000	£ 115,778	£ 25,981	£ 141,759
		LQ	-	-	-	-	-	-	-

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General Management Family

Job Level (Companies)	HBA Points Range (Participants)	Pay					Benefits	Total Package	
			Base Pay	Perf Rel	Profit Rel	Other Cash	Total Cash	Benefits Value	Total Value
17	106 - 115	UQ	£ 89,750	-	-	-	£ 108,077	£ 19,246	£ 127,323
		Median	£ 66,924	-	-	-	£ 77,640	£ 15,326	£ 90,647
		Average	£ 72,881	£ 15,198	-	-	£ 83,013	£ 15,740	£ 98,753
		LQ	£ 59,062	-	-	-	£ 61,211	£ 13,602	£ 74,603
18	116 - 127	UQ	£ 85,312	-	-	-	£ 104,874	£ 22,767	£ 127,641
		Median	£ 73,334	-	-	-	£ 79,652	£ 18,776	£ 98,428
		Average	£ 72,855	£ 7,799	£ 6,082	£ 6,356	£ 79,409	£ 20,165	£ 99,575
		LQ	£ 57,993	-	-	-	£ 57,993	£ 16,230	£ 71,286
19	128 - 140	UQ	£ 92,970	£ 29,678	-	£ 21,000	£ 119,000	£ 23,398	£ 136,770
		Median	£ 72,135	£ 23,025	-	£ 18,000	£ 91,000	£ 15,412	£ 117,243
		Average	£ 78,882	£ 22,321	£ 4,448	£ 16,111	£ 96,597	£ 18,388	£ 114,985
		LQ	£ 60,000	£ 16,166	-	£ 18,000	£ 78,000	£ 13,480	£ 91,480
20	141 - 154	UQ	£ 152,000	£ 92,532	-	-	£ 273,596	£ 47,082	£ 312,052
		Median	£ 133,671	£ 33,434	-	-	£ 167,105	£ 39,616	£ 217,617
		Average	£ 138,128	£ 52,533	£ -	£ -	£ 190,661	£ 35,363	£ 226,024
		LQ	£ 107,229	£ 15,622	-	-	£ 120,076	£ 24,442	£ 144,086
21	155 - 169	UQ	£ 133,000	£ 110,448	-	-	£ 172,000	£ 38,107	£ 203,043
		Median	£ 100,000	£ 54,004	-	-	£ 116,000	£ 27,643	£ 143,643
		Average	£ 124,644	£ 72,944	£ 7,366	£ -	£ 168,813	£ 31,431	£ 200,244
		LQ	£ 84,256	£ 16,179	-	-	£ 100,448	£ 21,716	£ 120,559
22	170 - 186	UQ	£ 183,912	£ 65,000	-	-	£ 242,048	£ 73,492	£ 321,707
		Median	£ 169,577	£ 50,000	-	-	£ 205,233	£ 43,424	£ 238,829
		Average	£ 174,277	£ 69,082	£ 32,333	-	£ 238,765	£ 50,693	£ 289,458
		LQ	£ 125,323	£ 40,936	-	-	£ 168,325	£ 35,926	£ 203,486
23	187 - 206	UQ	-	-	-	-	-	-	-
		Median	-	-	-	-	-	-	-
		Average	£ 153,549	£ 85,633	£ 20,392	£ -	£ 224,232	£ 42,299	£ 266,530
		LQ	-	-	-	-	-	-	-

Marketing Family

Job Level <i>(Companies)</i>	HBA Points Range <i>(Participants)</i>	Pay				Benefits	Total Package		
		Base Pay	Perf Rel	Profit Rel	Other Cash	Total Cash	Benefits Value	Total Value	
17	106 - 115	UQ	-	-	-	-	-	-	
		Median	-	-	-	-	-	-	
		Average	£ 79,395	£ 12,587	£ -	£ -	£ 91,983	£ 22,077	£ 114,059
		LQ	-	-	-	-	-	-	-
18	116 - 127	UQ	-	-	-	-	-	-	
		Median	-	-	-	-	-	-	
		Average	£ 47,150	-	£ 4,000	-	£ 51,150	£ 15,114	£ 66,264
		LQ	-	-	-	-	-	-	-
19	128 - 140	UQ	-	-	-	-	-	-	
		Median	-	-	-	-	-	-	
		Average	£ 70,000	£ 24,450	-	£ 6,750	£ 88,550	£ 18,839	£ 107,389
		LQ	-	-	-	-	-	-	-

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Appendix 2 – Comparisons of States to Market Remuneration

Survey Extract for: Clerical / Financial - ALL JOBS															
HBA Job Level	States Job Grade	States Grade Pay Point	States Basic Pay	Market Basic Pay Range			States Total Cash	Market Total Cash Range			States Total Package	Market Total Package Range <i>(includes annual leave cost)</i>			Survey Sample Size
				% difference from market				% difference from market				% difference from market			
				LQ	Median	UQ		LQ	Median	UQ		LQ	Median	UQ	
5	CS Grade 2	States' Grade Maximum	£18,765	12%	-11%	-11%	£18,765	6%	-14%	-14%	£23,104	-2%	-12%	-12%	24
		Market		£16,734	£21,000	£21,000		£17,674	£21,808	£21,808		£23,550	£26,373	£26,373	
		States' Grade Minimum	£18,280	9%	-13%	-13%	£18,280	3%	-16%	-16%	£22,507	-4%	-15%	-15%	

Survey Extract for: Clerical / Financial - ALL JOBS															
HBA Job Level	States Job Grade	States Grade Pay Point	States Basic Pay	Market Basic Pay Range			States Total Cash	Market Total Cash Range			States Total Package	Market Total Package Range <i>(includes annual leave cost)</i>			Survey Sample Size
				% difference from market				% difference from market				% difference from market			
				LQ	Median	UQ		LQ	Median	UQ		LQ	Median	UQ	
6	CS Grade 3	States' Grade Maximum	£20,650	15%	1%	-6%	£20,650	14%	-4%	-6%	£25,425	12%	-2%	-6%	85
		Market		£18,000	£20,420	£22,000		£18,132	£21,590	£22,000		£22,670	£25,901	£27,098	
		States' Grade Minimum	£18,765	4%	-8%	-15%	£18,765	3%	-13%	-15%	£23,104	2%	-11%	-15%	

Survey Extract for: Clerical / Financial - ALL JOBS															
HBA Job Level	States Job Grade	States Grade Pay Point	States Basic Pay	Market Basic Pay Range			States Total Cash	Market Total Cash Range			States Total Package	Market Total Package Range <i>(includes annual leave cost)</i>			Survey Sample Size
				% difference from market				% difference from market				% difference from market			
				LQ	Median	UQ		LQ	Median	UQ		LQ	Median	UQ	
7	CS Grade 4	States' Grade Maximum	£22,839	31%	9%	-2%	£22,839	28%	5%	-9%	£28,120	20%	4%	-10%	138
		Market		£17,375	£21,000	£23,370		£17,900	£21,771	£25,066		£23,486	£26,970	£31,308	
		States' Grade Minimum	£20,650	19%	-2%	-12%	£20,650	15%	-5%	-18%	£25,425	8%	-6%	-19%	

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Survey Extract for: Clerical / Financial - ALL JOBS															
HBA Job Level	States Job Grade	States Grade Pay Point	States Basic Pay	Market Basic Pay Range			States Total Cash	Market Total Cash Range			States Total Package	Market Total Package Range <i>(includes annual leave cost)</i>			Survey Sample Size
				% difference from market				% difference from market				% difference from market			
				LQ	Median	UQ		LQ	Median	UQ		LQ	Median	UQ	
8	CS Grade 5	States' Grade Maximum	£25,264	27%	16%	0%	£25,264	23%	10%	-4%	£31,106	23%	8%	-6%	319
		Market		£19,879	£21,711	£25,266		£20,500	£23,000	£26,421		£25,345	£28,730	£33,109	
		States' Grade Minimum	£22,839	15%	5%	-10%	£22,839	11%	-1%	-14%	£28,120	11%	-2%	-15%	

Survey Extract for: Clerical / Financial - ALL JOBS															
HBA Job Level	States Job Grade	States Grade Pay Point	States Basic Pay	Market Basic Pay Range			States Total Cash	Market Total Cash Range			States Total Package	Market Total Package Range <i>(includes annual leave cost)</i>			Survey Sample Size
				% difference from market				% difference from market				% difference from market			
				LQ	Median	UQ		LQ	Median	UQ		LQ	Median	UQ	
9	CS Grade 6	States' Grade Maximum	£27,938	27%	13%	3%	£27,938	17%	4%	-7%	£34,398	17%	5%	-7%	349
		Market		£21,996	£24,772	£27,014		£23,811	£26,792	£30,095		£29,315	£32,916	£36,952	
		States' Grade Minimum	£25,264	15%	2%	-6%	£25,264	6%	-6%	-16%	£31,106	6%	-5%	-16%	

Survey Extract for: Clerical / Financial - ALL JOBS															
HBA Job Level	States Job Grade	States Grade Pay Point	States Basic Pay	Market Basic Pay Range			States Total Cash	Market Total Cash Range			States Total Package	Market Total Package Range <i>(includes annual leave cost)</i>			Survey Sample Size
				% difference from market				% difference from market				% difference from market			
				LQ	Median	UQ		LQ	Median	UQ		LQ	Median	UQ	
10	CS Grade 7	States' Grade Maximum	£31,455	19%	5%	-3%	£31,455	14%	0%	-9%	£38,729	14%	0%	-8%	283
		Market		£26,355	£30,000	£32,500		£27,500	£31,440	£34,495		£33,948	£38,792	£41,985	
		States' Grade Minimum	£27,938	6%	-7%	-14%	£27,938	2%	-11%	-19%	£34,398	1%	-11%	-18%	

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Survey Extract for: Clerical / Financial - ALL JOBS															
HBA Job Level	States Job Grade	States Grade Pay Point	States Basic Pay	Market Basic Pay Range			States Total Cash	Market Total Cash Range			States Total Package	Market Total Package Range <i>(includes annual leave cost)</i>			Survey Sample Size
				% difference from market				% difference from market				% difference from market			
				LQ	Median	UQ		LQ	Median	UQ		LQ	Median	UQ	
11	CS Grade 8	States' Grade Maximum	£35,658	23%	12%	1%	£35,658	12%	2%	-6%	£43,903	12%	4%	-5%	308
		Market		£28,911	£31,914	£35,200		£31,882	£35,113	£38,113		£39,279	£42,388	£46,362	
		States' Grade Minimum	£31,455	9%	-1%	-11%	£31,455	-1%	-10%	-17%	£38,729	-1%	-9%	-16%	

Survey Extract for: Clerical / Financial - ALL JOBS															
HBA Job Level	States Job Grade	States Grade Pay Point	States Basic Pay	Market Basic Pay Range			States Total Cash	Market Total Cash Range			States Total Package	Market Total Package Range <i>(includes annual leave cost)</i>			Survey Sample Size
				% difference from market				% difference from market				% difference from market			
				LQ	Median	UQ		LQ	Median	UQ		LQ	Median	UQ	
12	CS Grade 9	States' Grade Maximum	£41,324	34%	18%	3%	£41,324	25%	10%	-3%	£50,880	26%	11%	-4%	213
		Market		£30,900	£34,900	£40,000		£33,120	£37,484	£42,454		£40,400	£45,753	£53,148	
		States' Grade Minimum	£35,658	15%	2%	-11%	£35,658	8%	-5%	-16%	£43,903	9%	-4%	-17%	

Survey Extract for: Clerical / Financial - ALL JOBS															
HBA Job Level	States Job Grade	States Grade Pay Point	States Basic Pay	Market Basic Pay Range			States Total Cash	Market Total Cash Range			States Total Package	Market Total Package Range <i>(includes annual leave cost)</i>			Survey Sample Size
				% difference from market				% difference from market				% difference from market			
				LQ	Median	UQ		LQ	Median	UQ		LQ	Median	UQ	
13	CS Grade 10	States' Grade Maximum	£45,535	28%	14%	1%	£45,535	17%	2%	-10%	£56,064	17%	3%	-9%	236
		Market		£35,500	£40,094	£45,000		£39,038	£44,468	£50,459		£47,901	£54,219	£61,718	
		States' Grade Minimum	£41,324	16%	3%	-8%	£41,324	6%	-7%	-18%	£50,880	6%	-6%	-18%	

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Survey Extract for: Clerical / Financial - ALL JOBS															
HBA Job Level	States Job Grade	States Grade Pay Point	States Basic Pay	Market Basic Pay Range			States Total Cash	Market Total Cash Range			States Total Package	Market Total Package Range <i>(includes annual leave cost)</i>			Survey Sample Size
				% difference from market				% difference from market				% difference from market			
				LQ	Median	UQ		LQ	Median	UQ		LQ	Median	UQ	
14	CS Grade 11	States' Grade Maximum	£50,725	30%	14%	1%	£50,725	20%	4%	-8%	£62,455	18%	2%	-9%	180
		Market		£39,071	£44,500	£50,000		£42,447	£48,727	£55,425		£52,791	£61,503	£69,005	
		States' Grade Minimum	£45,535	17%	2%	-9%	£45,535	7%	-7%	-18%	£56,064	6%	-9%	-19%	

Survey Extract for: Clerical / Financial - ALL JOBS															
HBA Job Level	States Job Grade	States Grade Pay Point	States Basic Pay	Market Basic Pay Range			States Total Cash	Market Total Cash Range			States Total Package	Market Total Package Range <i>(includes annual leave cost)</i>			Survey Sample Size
				% difference from market				% difference from market				% difference from market			
				LQ	Median	UQ		LQ	Median	UQ		LQ	Median	UQ	
15	CS Grade 12	States' Grade Maximum	£55,752	15%	6%	-7%	£55,752	12%	-6%	-16%	£68,644	17%	-6%	-18%	150
		Market		£48,676	£52,500	£60,000		£49,795	£59,550	£66,469		£58,469	£73,357	£83,217	
		States' Grade Minimum	£50,725	4%	-3%	-15%	£50,725	2%	-15%	-24%	£62,455	7%	-15%	-25%	

Survey Extract for: Clerical / Financial - ALL JOBS															
HBA Job Level	States Job Grade	States Grade Pay Point	States Basic Pay	Market Basic Pay Range			States Total Cash	Market Total Cash Range			States Total Package	Market Total Package Range <i>(includes annual leave cost)</i>			Survey Sample Size
				% difference from market				% difference from market				% difference from market			
				LQ	Median	UQ		LQ	Median	UQ		LQ	Median	UQ	
16	CS Grade 13	States' Grade Maximum	£63,880	20%	-2%	-13%	£63,880	9%	-10%	-25%	£78,651	8%	-13%	-24%	107
		Market		£53,280	£65,000	£73,500		£58,500	£71,000	£84,900		£72,843	£90,800	£102,892	
		States' Grade Minimum	£55,752	5%	-14%	-24%	£55,752	-5%	-21%	-34%	£68,644	-6%	-24%	-33%	

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Survey Extract for: Clerical / Financial - ALL JOBS															
HBA Job Level	States Job Grade	States Grade Pay Point	States Basic Pay	Market Basic Pay Range			States Total Cash	Market Total Cash Range			States Total Package	Market Total Package Range <i>(includes annual leave cost)</i>			Survey Sample Size
				% difference from market				% difference from market				% difference from market			
				LQ	Median	UQ		LQ	Median	UQ		LQ	Median	UQ	
17	CS Grade 14	States' Grade Maximum	£72,236	15%	-6%	-17%	£72,236	6%	-20%	-32%	£88,940	10%	-20%	-31%	26
		Market		£62,688	£76,796	£86,959		£68,163	£90,828	£106,469		£80,939	£111,553	£129,481	
		States' Grade Minimum	£63,880	2%	-17%	-27%	£63,880	-6%	-30%	-40%	£78,651	-3%	-29%	-39%	

Survey Extract for: Clerical / Financial - ALL JOBS															
HBA Job Level	States Job Grade	States Grade Pay Point	States Basic Pay	Market Basic Pay Range			States Total Cash	Market Total Cash Range			States Total Package	Market Total Package Range <i>(includes annual leave cost)</i>			Survey Sample Size
				% difference from market				% difference from market				% difference from market			
				LQ	Median	UQ		LQ	Median	UQ		LQ	Median	UQ	
18	CS Grade 15	States' Grade Maximum	£79,794	17%	-1%	-6%	£79,794	6%	-19%	-25%	£98,245	3%	-22%	-25%	26
		Market		£67,939	£80,391	£85,312		£75,212	£98,544	£106,640		£95,584	£125,317	£131,787	
		States' Grade Minimum	£72,236	6%	-10%	-15%	£72,236	-4%	-27%	-32%	£88,940	-7%	-29%	-33%	

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Survey Extract for: Manual / Technical / Engineering - ALL JOBS															
HBA Job Level	States Job Grade	States Grade Pay Point	States Basic Pay	Market Basic Pay Range			States Total Cash	Market Total Cash Range			States Total Package	Market Total Package Range <i>(includes annual leave cost)</i>			Survey Sample Size
				% difference from market				% difference from market				% difference from market			
				LQ	Median	UQ		LQ	Median	UQ		LQ	Median	UQ	
3	MW Grade 2	States' Grade Maximum	£21,583	66%	50%	25%	£21,583	66%	50%	25%	£26,574	89%	57%	36%	8
		Market		£13,000	£14,420	£17,227		£13,000	£14,420	£17,227		£14,032	£16,932	£19,504	
		States' Grade Minimum	£20,535	58%	42%	19%	£20,535	58%	42%	19%	£25,284	80%	49%	30%	

Survey Extract for: Manual / Technical / Engineering - ALL JOBS															
HBA Job Level	States Job Grade	States Grade Pay Point	States Basic Pay	Market Basic Pay Range			States Total Cash	Market Total Cash Range			States Total Package	Market Total Package Range <i>(includes annual leave cost)</i>			Survey Sample Size
				% difference from market				% difference from market				% difference from market			
				LQ	Median	UQ		LQ	Median	UQ		LQ	Median	UQ	
4	MW Grade 3	States' Grade Maximum	£22,630	38%	24%	5%	£22,630	38%	24%	5%	£27,863	63%	35%	3%	84
		Market		£16,437	£18,301	£21,512		£16,437	£18,301	£21,512		£17,089	£20,655	£27,086	
		States' Grade Minimum	£21,583	31%	18%	0%	£21,583	31%	18%	0%	£26,574	56%	29%	-2%	

Survey Extract for: Manual / Technical / Engineering - ALL JOBS															
HBA Job Level	States Job Grade	States Grade Pay Point	States Basic Pay	Market Basic Pay Range			States Total Cash	Market Total Cash Range			States Total Package	Market Total Package Range <i>(includes annual leave cost)</i>			Survey Sample Size
				% difference from market				% difference from market				% difference from market			
				LQ	Median	UQ		LQ	Median	UQ		LQ	Median	UQ	
5 & 6 merged data	MW Grade 4	States' Grade Maximum	£24,031	-7%	-9%	-9%	£24,031	-12%	-13%	-13%	£29,588	-11%	-12%	-12%	251
		Market		£25,939	£26,333	£26,333		£27,235	£27,650	£27,650		£33,364	£33,792	£33,792	
		States' Grade Minimum	£22,719	-12%	-14%	-14%	£22,719	-17%	-18%	-18%	£27,973	-16%	-17%	-17%	

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Survey Extract for: Manual / Technical / Engineering - ALL JOBS															
HBA Job Level	States Job Grade	States Grade Pay Point	States Basic Pay	Market Basic Pay Range			States Total Cash	Market Total Cash Range			States Total Package	Market Total Package Range <i>(includes annual leave cost)</i>			Survey Sample Size
				% difference from market				% difference from market				% difference from market			
				LQ	Median	UQ		LQ	Median	UQ		LQ	Median	UQ	
7	MW Grade 5	States' Grade Maximum	£25,515	18%	14%	2%	£25,515	18%	14%	2%	£31,415	40%	11%	7%	252
		Market		£21,541	£22,464	£25,000		£21,541	£22,464	£25,000		£22,396	£28,197	£29,433	
		States' Grade Minimum	£24,031	12%	7%	-4%	£24,031	12%	7%	-4%	£29,588	32%	5%	1%	

Survey Extract for: Manual / Technical / Engineering - ALL JOBS															
HBA Job Level	States Job Grade	States Grade Pay Point	States Basic Pay	Market Basic Pay Range			States Total Cash	Market Total Cash Range			States Total Package	Market Total Package Range <i>(includes annual leave cost)</i>			Survey Sample Size
				% difference from market				% difference from market				% difference from market			
				LQ	Median	UQ		LQ	Median	UQ		LQ	Median	UQ	
8	MW Grade 6	States' Grade Maximum	£27,614	13%	9%	-6%	£27,614	13%	9%	-10%	£33,999	30%	12%	-8%	81
		Market		£24,460	£25,225	£29,306		£24,516	£25,225	£30,551		£26,226	£30,321	£37,023	
		States' Grade Minimum	£26,040	6%	3%	-11%	£26,040	6%	3%	-15%	£32,061	22%	6%	-13%	

Survey Extract for: Manual / Technical / Engineering - ALL JOBS															
HBA Job Level	States Job Grade	States Grade Pay Point	States Basic Pay	Market Basic Pay Range			States Total Cash	Market Total Cash Range			States Total Package	Market Total Package Range <i>(includes annual leave cost)</i>			Survey Sample Size
				% difference from market				% difference from market				% difference from market			
				LQ	Median	UQ		LQ	Median	UQ		LQ	Median	UQ	
9	MW Grade 7	States' Grade Maximum	£29,361	1%	-4%	-13%	£29,361	0%	-5%	-19%	£36,150	6%	-10%	-18%	160
		Market		£29,063	£30,551	£33,724		£29,470	£30,909	£36,349		£34,125	£39,957	£44,115	
		States' Grade Minimum	£27,614	-5%	-10%	-18%	£27,614	-6%	-11%	-24%	£33,999	0%	-15%	-23%	

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Survey Extract for: Manual / Technical / Engineering - ALL JOBS															
HBA Job Level	States Job Grade	States Grade Pay Point	States Basic Pay	Market Basic Pay Range			States Total Cash	Market Total Cash Range			States Total Package	Market Total Package Range <i>(includes annual leave cost)</i>			Survey Sample Size
				% difference from market				% difference from market				% difference from market			
				LQ	Median	UQ		LQ	Median	UQ		LQ	Median	UQ	
10	MW Grade 8	States' Grade Maximum	£31,194	-2%	-11%	-24%	£31,194	-10%	-15%	-25%	£38,408	-2%	-14%	-27%	30
		Market		£31,988	£34,980	£40,992		£34,641	£36,706	£41,618		£39,090	£44,577	£52,721	
		States' Grade Minimum	£28,748	-10%	-18%	-30%	£28,748	-17%	-22%	-31%	£35,395	-9%	-21%	-33%	

Survey Extract for: Manual / Technical / Engineering - ALL JOBS															
HBA Job Level	States Job Grade	States Grade Pay Point	States Basic Pay	Market Basic Pay Range			States Total Cash	Market Total Cash Range			States Total Package	Market Total Package Range <i>(includes annual leave cost)</i>			Survey Sample Size
				% difference from market				% difference from market				% difference from market			
				LQ	Median	UQ		LQ	Median	UQ		LQ	Median	UQ	
11	MW Grade 8 (c/h)	States' Grade Maximum	£33,964	-15%	-20%	-20%	£33,964	-16%	-21%	-22%	£41,818	-14%	-20%	-21%	58
		Market		£39,768	£42,615	£42,615		£40,268	£43,079	£43,432		£48,874	£52,302	£52,654	
		States' Grade Minimum	£31,806	-20%	-25%	-25%	£31,806	-21%	-26%	-27%	£39,161	-20%	-25%	-26%	

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Survey Extract for: Manual / Technical / Engineering - ALL JOBS															
HBA Job Level	States Job Grade	States Grade Pay Point	States Basic Pay	Market Basic Pay Range			States Total Cash	Market Total Cash Range			States Total Package	Market Total Package Range <i>(includes annual leave cost)</i>			Survey Sample Size
				% difference from market				% difference from market				% difference from market			
				LQ	Median	UQ		LQ	Median	UQ		LQ	Median	UQ	
11	CS Grade 8	States' Grade Maximum	£35,658	-10%	-16%	-16%	£35,658	-11%	-17%	-18%	£43,903	-10%	-16%	-17%	58
		Market		£39,768	£42,615	£42,615		£40,268	£43,079	£43,432		£48,874	£52,302	£52,654	
		States' Grade Minimum	£33,964	-15%	-20%	-20%	£33,964	-16%	-21%	-22%	£41,818	-14%	-20%	-21%	

Survey Extract for: Manual / Technical / Engineering - ALL JOBS															
HBA Job Level	States Job Grade	States Grade Pay Point	States Basic Pay	Market Basic Pay Range			States Total Cash	Market Total Cash Range			States Total Package	Market Total Package Range <i>(includes annual leave cost)</i>			Survey Sample Size
				% difference from market				% difference from market				% difference from market			
				LQ	Median	UQ		LQ	Median	UQ		LQ	Median	UQ	
12	CS Grade 9	States' Grade Maximum	£41,324	44%	3%	-10%	£41,324	43%	-3%	-12%	£50,880	46%	7%	-11%	60
		Market		£28,656	£40,000	£46,128		£28,881	£42,500	£46,937		£34,815	£47,449	£56,919	
		States' Grade Minimum	£35,658	24%	-11%	-23%	£35,658	23%	-16%	-24%	£43,903	26%	-7%	-23%	

Survey Extract for: Manual / Technical / Engineering - ALL JOBS															
HBA Job Level	States Job Grade	States Grade Pay Point	States Basic Pay	Market Basic Pay Range			States Total Cash	Market Total Cash Range			States Total Package	Market Total Package Range <i>(includes annual leave cost)</i>			Survey Sample Size
				% difference from market				% difference from market				% difference from market			
				LQ	Median	UQ		LQ	Median	UQ		LQ	Median	UQ	
13	CS Grade 10	States' Grade Maximum	£45,535	18%	-9%	-22%	£45,535	8%	-11%	-31%	£56,064	21%	-9%	-32%	11
		Market		£38,698	£49,931	£58,665		£42,218	£51,092	£65,704		£46,499	£61,897	£82,605	
		States' Grade Minimum	£41,324	7%	-17%	-30%	£41,324	-2%	-19%	-37%	£50,880	9%	-18%	-38%	

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Survey Extract for: Manual / Technical / Engineering - ALL JOBS															
HBA Job Level	States Job Grade	States Grade Pay Point	States Basic Pay	Market Basic Pay Range			States Total Cash	Market Total Cash Range			States Total Package	Market Total Package Range <i>(includes annual leave cost)</i>			Survey Sample Size
				% difference from market				% difference from market				% difference from market			
				LQ	Median	UQ		LQ	Median	UQ		LQ	Median	UQ	
14	CS Grade 11	States' Grade Maximum	£50,725	33%	-2%	-13%	£50,725	16%	-6%	-17%	£62,455	24%	-4%	-16%	29
		Market		£38,000	£51,650	£58,430		£43,700	£53,900	£61,333		£50,439	£65,077	£73,978	
		States' Grade Minimum	£45,535	20%	-12%	-22%	£45,535	4%	-16%	-26%	£56,064	11%	-14%	-24%	

Survey Extract for: Manual / Technical / Engineering - ALL JOBS															
HBA Job Level	States Job Grade	States Grade Pay Point	States Basic Pay	Market Basic Pay Range			States Total Cash	Market Total Cash Range			States Total Package	Market Total Package Range <i>(includes annual leave cost)</i>			Survey Sample Size
				% difference from market				% difference from market				% difference from market			
				LQ	Median	UQ		LQ	Median	UQ		LQ	Median	UQ	
15	CS Grade 12	States' Grade Maximum	£55,752	5%	5%	-11%	£55,752	-3%	-3%	-15%	£68,644	8%	8%	-16%	12
		Market		£53,333	£53,333	£62,707		£57,333	£57,333	£65,603		£63,750	£63,750	£81,577	
		States' Grade Minimum	£50,725	-5%	-5%	-19%	£50,725	-12%	-12%	-23%	£62,455	-2%	-2%	-23%	

Survey Extract for: Manual / Technical / Engineering - ALL JOBS															
HBA Job Level	States Job Grade	States Grade Pay Point	States Basic Pay	Market Basic Pay Range			States Total Cash	Market Total Cash Range			States Total Package	Market Total Package Range <i>(includes annual leave cost)</i>			Survey Sample Size
				% difference from market				% difference from market				% difference from market			
				LQ	Median	UQ		LQ	Median	UQ		LQ	Median	UQ	
16	CS Grade 13	States' Grade Maximum	£63,880	35%	30%	-7%	£63,880	30%	27%	-13%	£78,651	35%	27%	-12%	6
		Market		£47,319	£49,103	£68,441		£49,105	£50,114	£73,175		£58,139	£61,990	£88,898	
		States' Grade Minimum	£55,752	18%	14%	-19%	£55,752	14%	11%	-24%	£68,644	18%	11%	-23%	

Appendix 3 – Market Benefits Provision

Clerical & Financial Employment (compared to SoJ Civil Servants)

Responses from 40 organisations

Benefit	% of Participants providing Benefit	Median Value of Benefit (where provided)	States' provision of Benefit
Bonus Scheme	83%	varies	
Pension Scheme	85%	6.50% to 10.00% of base pay	Y
Life Insurance	58%	0.80 % of base pay	Y
Medical Insurance	70%	£747	
Permanent Health Insurance	48%	1.04% of base pay	
Company Car Scheme (Mgt.)	33%	£5000	
Subsidised Car Park (some staff)	33%	£1140	Y
Subsidised Mortgage / Loans	23%	£1750 / £188	
Overtime	70%	Mon – Sat T x1.5 Sun & BH T x 2	Y
Annual Leave	100%	25 days	Y
Stand By / Call Out	SB 30%, CO 50%		Y
Shift Pay	13%		Y
Paid Sick Leave	98%	6 mths full (35 orgs) + 6 mths half (16 orgs)	Y
Paid Maternity Leave	80%	13 weeks	Y

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Manual Technical & Engineering Employment (compared to SoJ Manual Workers)

Responses from 17 organisations

Benefit	% of Participants providing Benefit	Median Value of Benefit (where provided)	States' provision of Benefit
Bonus Scheme	47%	varies	
Pension Scheme	76%	5.00% to 10.00% of base pay	Y
Life Insurance	24%	0.71% of base pay	Y
Medical Insurance	29%	£747	
Permanent Health Insurance	29%	2.15% of base pay	
Company Car Scheme (Mgt.)	18%	£4187	Some
Subsidised Car Park (some staff)	12%	£1140	Some
Subsidised Mortgage / Loans	0%		
Overtime	82%	Mon – Sat T x1.5 Sun & BH T x 2	Y
Annual Leave	100%	24 days	Y
Stand By / Call Out	SB 53% CO 71%	SB £71 p.w. CO 4 hrs O/T	Y
Shift Pay	41%	18% of base pay	Y
Paid Sick Leave	88%	3.25 mths full (12 orgs) + 3.75 mths half (6 orgs)	Y
Paid Maternity Leave	37%	13 weeks	Y
Redundancy > Statutory Min.	47%	varies	Y

Appendix 4 - Survey Participant List

Please note: the detailed list of Participant Companies has been removed for reasons of confidentiality.

- **Data on 3,583 jobs was provided by 45 local employers;**
- **24 Companies (53%) are classified as Non-Finance sector;**
- **21 Companies (47%) are classified as being in the Financial and Related Services sector;**