

# Staff Report

Sample  
2021

The background of the page is a dark grey or black. It features a large, abstract graphic on the left side that resembles a stylized sunburst or a molecular structure. This graphic is composed of numerous rectangular segments in various shades of blue, yellow, and magenta, arranged in a circular, radiating pattern. The segments vary in size and orientation, creating a dynamic and colorful effect. The word "Polymetrix" is written in a white, sans-serif font, positioned in the lower-left quadrant of the page, partially overlapping the abstract graphic.

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# Job Family Code List

Job Family	Code	Page
<b>Accounting Group</b>		<b>49</b>
Financial & Management Accounting	ACC	50
Audit	AUD	52
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Taxation	TAX	56
<b>Banking/Finance Group</b>		
Corporate Banking	COB	
Credit Risk Management	CRM	
Financial Products Sales	FPS	
Mortgage Family	MPO	
Private Banking	PBH	
Pension	PEN	
Personal/Retail Banking	PBR	
Proposition	PRO	
Procurement	PRC	
Securities (Global Custody)	SCT	
Treasury	TRD	
<b>General/Support Group</b>		
Business Intelligence Family	BIA	
Business Development	BSD	
Clerical/Operations Processing	CLE	
Client Services/Telephone Banking	TEB	
Company Secretarial	COS	
Human Resources	HUR	
Marketing	MKT	
Office Support Services	OFF	
Project Management	PRM	
Secretarial	SEC	
Training	TRG	
<b>IT/Web/Design Group</b>		
Digital & Innovation	DGI	
Information Technology - Development	ITD	
Information Technology - Operations	ITO	
Web Maintenance/Development	WDP	
Web Design/Graphic Design	WDS	

Job Family	Code	Page
<b>Investment/Funds Group</b>		
Complex Funds	EXF	
Financial Planner/Wealth/Investment Advisor	FPA	
Fund Accounting	MPR	
Investment Management	INV	
Stock-Broking	STB	
Unit Trust & Mutual Funds Admin	UNT	
<b>Legal Group</b>		
Corporate & Commercial	LEC	
Dispute Resolution & Litigation	LED	
Fiduciary & Private Client	LEF	
Regulatory & Governance	LER	
General Counsel	LEG	
Legal Assistants	LAS	
Legal Aid Lawyers	LEA	
Conveyancers and Property Lawyers	LEP	
Paralegal	PAR	
Knowledge Management	KMT	
<b>Risk Group</b>		
Actuarial	ACT	
Client Take On/On-Boarding	CTO	
Compliance	COM	
Operational Risk Management	ORM	
<b>Trust Group</b>		
Trust/Corporate Services Admin (Corporate)	CSP	
Trust/Corporate Services Accounts	TAC	
Trust/Corporate Services Admin (Private)	TAD	
<b>Insurance Group</b>		
Insurance Administration	CLI	
Insurance Broking	IBR	
Insurance (Claims and Technical)	ICT	
<b>Manual/Technical Group</b>		
Buyers	BUY	
Engineering/Technical	ENG	
Manual	MAN	
Warehouse/Fulfilment	WAH	
<b>Trading</b>		
Traders	TRA	



# Introduction

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This is the XXth annual survey of compensation and benefits for XXXX organisations. The number of jobs in this year's survey is XXXX with XX participant organisations, an increase in numbers that reflects the efforts made to identify, maintain as well as bring on board new clients who have an increased appetite for good quality information about reward and trends. We believe that our XXXX Survey provides one of the best source of information on finance and related jobs in the Island.

The XXXX Staff Survey continues to provide an excellent complement to our equivalent surveys in XXXX and the XXXX. Its consistency of content and presentation with those surveys has proved to be extremely helpful for clients. We would like to thank our clients for their contribution to the value of the survey through providing timely data, and by keeping their job matches up to date each year to reflect changes in jobholders, organisation structures and job roles.

## Averages, Medians and Quartiles

We show average, median and quartile analyses where there are six or more data points in a set of data, and averages only where fewer than six. The median is the preferred measure of "mid-market", because the average is more prone to skew by unusually high or low data points. Because the median and quartiles are derived from position, not arithmetically, and independently for each column of our analysis, they will not sum horizontally across the data tables. Our analysis of some components of pay, such as Performance Bonus, are derived only from those cases where a bonus was paid, excluding cases of zero bonus, and for that reason the averages will similarly, not sum horizontally across the tables.

## Use of Job Family Tables

Polymetrix offers more job levels than most organisations use internally to manage their remuneration and career progression. We therefore suggest, when reviewing the data in the job family tables, that clients compare their pay levels not only with the Polymetrix Job Level that they have matched their jobs to, but also with the adjacent higher and lower job levels. Where particular job level samples are small, it is useful to cross-check to similar job families, to the "Group" Tables at the start of each Group section or to the "All Jobs" data table.

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.

## Special Data Analyses

Special data analyses are available on request in a variety of client-specified formats, including for example:

- Market analysis of the survey population excluding a participant's own data
- Analysis of client's own data only in survey format
- Analyses of combined Polymetrix Job Level data (e.g. Levels 5 & 6, 7 & 8, etc.)
- Market analysis of a chosen sub-sample of key competitors' data (minimum 6 competitors, analysis will exclude "single cases" to protect confidentiality)
- Full-time or part-time only analyses

"Horizontal" views of the data - useful if you need to upload it to a global remuneration database - are provided as part of our standard offering. Special analyses tailored to your needs are produced following discussion with you, at an additional charge. We are always available to advise clients on interpretation of survey data to meet their specific needs, on a consultancy basis.



# Commentary

## Context of Remuneration Policy

Remuneration Policy does not exist in a vacuum. It exists in the context of a variety of local, national and global economic and competitive environments. We offer some context and thoughts under the following headings:

- Price Inflation
- Employment Legislation
- Minimum Wage & Living Wage
- Unemployment

### Price Inflation

The main measure of inflation in Jersey is RPI, which is the longest standing measure of inflation and the only measure consistently produced across the other offshore islands (Guernsey and the Isle of Man) and the United Kingdom, therefore we publish RPI and each of the islands as well as the UK's preferred measure of inflation.

	Consumer Price Index (CPI)	Retail Price Index (RPI)	Retail Price Index – ex-housing (RPIX)
Jersey	-	3.5% (Jun'21)	3.3% (Jun'21)
Guernsey	-	2.2% (Jun'21)	2.3% (Jun'21)
Isle of Man	3.7% (Jun'21)	3.7% (Jun'21)	-
United Kingdom	2.4% (Jun'21)	3.9% (Jun'21)	3.9% (Jun'21)

Please note that each locations' preferred index of inflation is in pink.

As is evident, direct comparisons are hard to draw using a consistent measure in all locations, the only measure consistently produced being the RPI.

### Minimum Wage v Living Wage

A living wage is a different concept from a minimum wage because it is a voluntary rate of pay, rather than a legally enforceable minimum level of pay. Unlike the minimum wage, the cost of living features heavily in decisions about the living wage.

	Minimum Wage	Living Wage
Jersey	£8.32	£10.96
Guernsey	£8.50	
Isle of Man	£8.25	£10.19
United Kingdom	£8.91 (age 25 & over)	£9.50/£10.85 (London)

### Unemployment

Jersey	Current (June 2021)	- 3 month (Mar 2021)	- 1 year (June 2020)
ASW (seasonally adjusted basis)	1050	1330	2000
ASW (non-seasonally adjusted basis)	1000	1320	1950
Long Term ASW (registered for 12m+)	450	450	290

There are two unemployment indicators in Jersey, registered unemployment which is the number of people registered as Actively Seeking Work (ASW) with Customer and Local Services, and the unemployment rate which is the number of registered unemployed as well as people not registered but still seeking work.

# Benefits Contents

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# Summary of Benefits

Please note that all data used in the following Benefits section is fictitious.

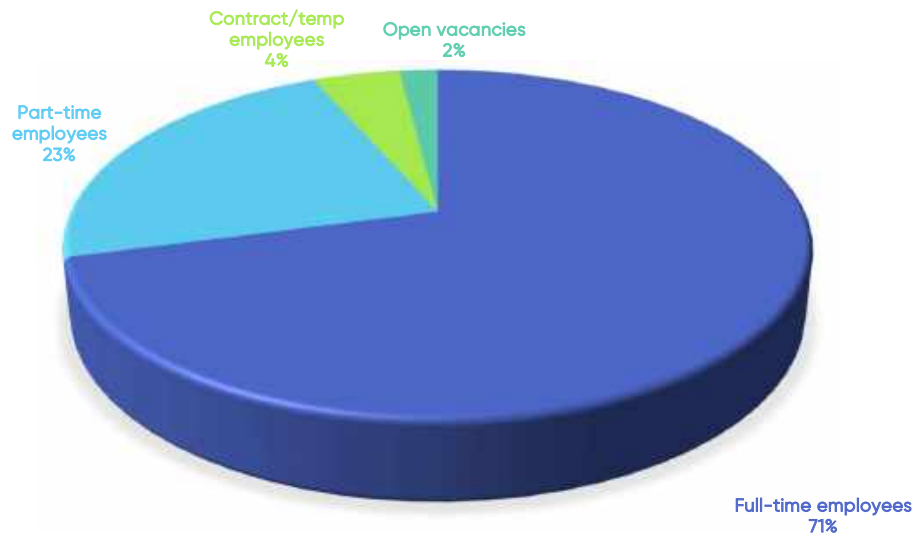
Benefit	2021			2020		
	No. Offering Benefit	No. Respondents	% Offering Benefit	No. Offering Benefit	No. Respondents	% Offering Benefit
Employee discounts on in-house products/services	26	177	15%	10	53	19%
Long Term Incentive Plans for Levels 5-16	39	137	28%	15	53	28%
Operate a formal overtime policy	78	195	40%	38	53	72%
Pension scheme	56	195	29%	44	53	83%
Death in Service	54	194	28%	52	53	98%
Critical Illness insurance	47	190	25%	19	53	36%
Permanent Health Insurance	90	191	47%	42	53	79%
Medical insurance	57	188	30%	50	53	94%
Additional health cash plan	14	188	7%	22	53	42%
Sick pay	158	177	89%	53	53	100%
Car/car allowance	3	168	2%	7	53	13%
Free parking	74	137	54%	33	53	62%
Relocation package for new employees	62	124	50%	29	52	56%
Housing allowance/mortgage subsidy	4	187	2%	2	53	4%
Subsidised personal loan/car loan	12	116	10%	5	53	9%
Buy annual leave	68	116	59%	data not collected in 2020		
Sell annual leave	42	184	23%	data not collected in 2020		
Secondment scheme	36	116	31%	19	51	37%
Sabbatical/career break scheme	65	139	47%	15	53	28%
Cover cost of professional subscriptions	110	192	57%	50	53	94%
Recruitment introduction scheme	92	116	79%	43	53	81%
Employee assistance program	8	175	5%	42	53	79%
Beneficial Savings Plan	4	114	4%	1	53	2%
SAYE/SIP	18	176	10%	2	53	4%
Financial award for completion of study	38	116	33%	14	53	26%
Graduate/apprenticeship scheme	37	131	28%	12	51	24%
Formal flexible working	94	116	81%	41	53	77%
Home working	68	116	59%	data not collected in 2020		
Undertake CSR	86	114	75%	37	53	70%
Provision for non-Bank Holiday days	96	188	51%	44	53	83%
Half day provision for Christmas/summer events	64	110	58%	22	53	42%
Wellness provision	161	191	84%	41	53	77%
Mental health first aider/s	121	187	65%	35	53	66%
Payroll giving	34	108	31%	11	53	21%



# Benefits in Detail

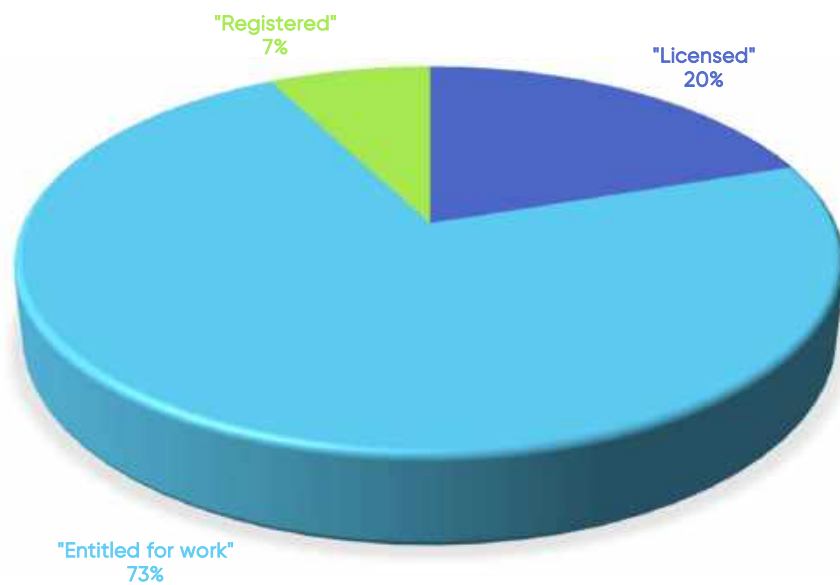
## 1. Company Information

### Employees



### Employee Licences

Employee Licences	Median per Respondent	Ave per Respondent	Total Licenses	Total Respondents
Short Term Employment Permit (1 year)	1	4	125	35
Medium Term Employment Permit (5 years)	0	1	50	35
Long Term Employment Permit (8 years)	0	0	0	0
Open Market Employment Permit (Part A, B & C)	62	122	3531	29



## Working Hours

Contracted full-time working hours per week were advised as a median of 35 hours and an average of 36 hours. When comparing to 2020, these figures were identical.

## Employee Turnover

Employee Turnover (voluntary)	2021		2020	
	Median	Average	Median	Average
% of leavers within year for Job Levels 5-10	3.92%	5.10%	5.30%	6.28%
% of leavers within year for Job Levels 11-13	2.91%	3.93%	3.82%	4.44%
% of leavers within year for Job Levels 14-16	2.58%	2.38%	3.08%	3.03%
<b>Total % of leavers for Levels 5-16</b>	<b>7.53</b>	<b>8.53</b>	<b>12.00%</b>	<b>13.53%</b>

XX of the XX respondents advised that the pandemic had an effect on voluntary employee turnover.

## Redundancies

Redundancies	Minimum	Median	Average	Maximum
Redundancies made since March 2020	0	7	10	62
Redundancies made as a direct impact of COVID-19	0	12	13	62
<b>Total No. organisations that made redundancies</b>	<b>105</b>			

## Probation Period

Probation Periods	Minimum	Median	Average	Maximum
Job Levels 5-10 (weeks)	1	12	13	26
Job Levels 11-13 (weeks)	0	12	14	26
Job Levels 14-16 (weeks)	0	12	16	26
<b>Respondents</b>	<b>185</b>			

## Notice Period

Notice Period (once passed probation)	Minimum	Median	Average	Maximum
Job Levels 5-10 (weeks)	4	6	8	26
Job Levels 11-13 (weeks)	0	8	7	26
Job Levels 14-16 (weeks)	4	12	15	26
<b>Respondents</b>	<b>112</b>			

## 2. Pay Policy

Pay Policy	2021				2020			
	Lowest	Median	Average	Highest	Lowest	Median	Average	Highest
Last salary review increase (%)	0.00	2.00	2.13	7.10	0.00	2.50	2.35	7.00
Anticipated salary increase at next review (%)	0.01	2.00	2.18	4.00	0.00	2.50	2.15	5.00

XX of the XX respondents advised that their last salary review was affected by the pandemic.

There were no job families noted that had a significant increase.

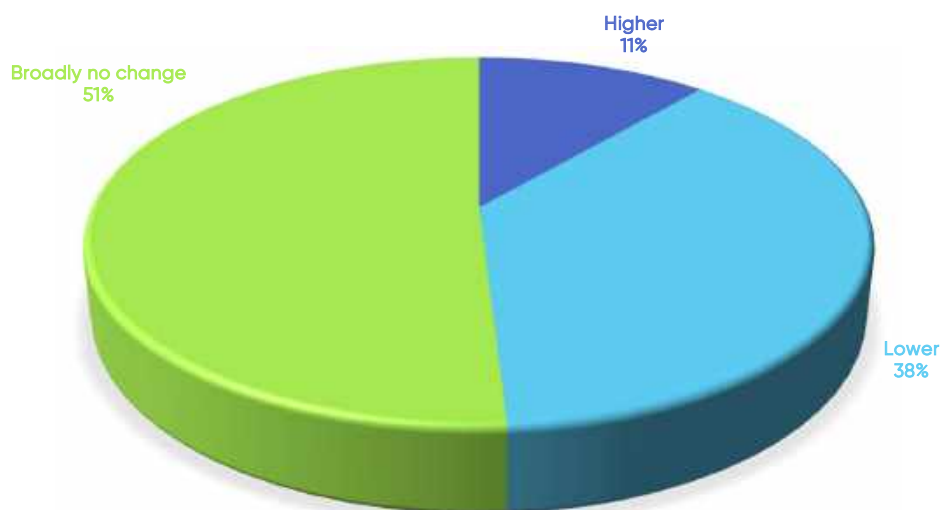
## 3. Bonus Schemes

XX organisations advised that they operate a bonus scheme for employees in Levels 5 to 16 as follows:

Bonus Scheme Types & Features	Yes
Individual performance	100
Group performance	88
Profit sharing	27
Sales incentives/commission	21
Other	22
Deferred payment	18
Potential for the deferred element to be 'clawed back'	31
(Part) payment in shares or other alternative to cash	20

Where 'Other' was stated, where advised, this included business unit performance.

### Bonus Pool Size



#### 4. Other Cash

Other Cash	2021		2020
	Yes	No	Yes
Pay a standby allowance	41	97	15
Pay a call-out allowance	46	143	19
If pay call-out allowance this is a flat rate across the team	80	31	12
Pay any other routine allowances or bonuses	20	84	7

The job families noted that standby allowance applied to were:

- ITO (in the main)
- ITD

#### Call-out Allowances

Call-out Allowance	Minimum	Median	Average	Maximum
Value of Call-out allowance	£2.00	£5.00	£46.63	£600.00

The job family noted that call-out allowance applied to was:

- ITO

#### Length of Service Awards

XX organisations reported that they provide length of service awards. These are detailed as follows:

Length of Service Awards	Median	Average
Minimum frequency (years)	5	8
If financial, minimum amount paid	£175	£295

Non-financial awards included:

- Vouchers
- Additional leave

#### Employee Discounts

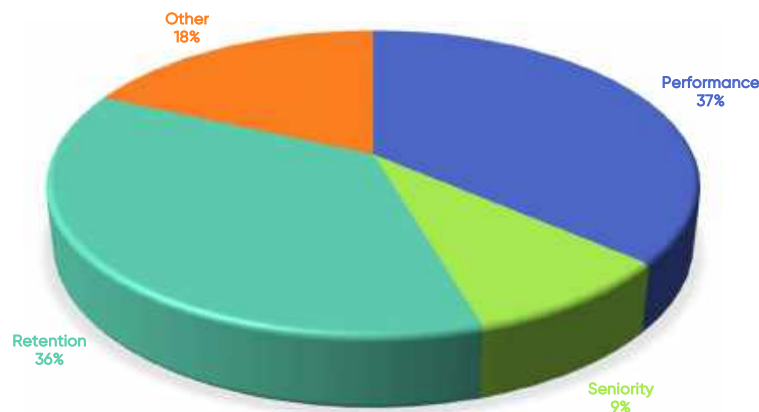
Employee Discounts (in-house products/services)	Yes	No
Provide employee discounts	26	90
Provision changes with length of service	2	24
Provision changes with level of seniority	7	40

## 5. Long Term Incentive Plans

XX organisations reported that they provided long term incentive plans (LTIPs) for levels 5-16 as follows:

Long Term Incentive Plans	2021		2020	
	Yes	No	Yes	No
Restricted share award	12	31	4	10
Performance share award	4	16	6	8
Share option award	14	8	7	7
Deferred cash award	67	34	5	9
Other	4	16	0	14

### Main Reason for LTIP Award



## 6. Overtime

XX organisations advised that they operate a formal overtime policy. The details are as follows:

Overtime Multipliers	2021		2020	
	Median	Average	Median	Average
Weekday	1.5	1.4	1.5	1.4
Saturday	1.5	1.5	1.5	1.6
Sunday	1.8	1.7	2.0	1.7
Bank Holiday	2.0	1.7	2.0	1.8

The median Polymetrix Job Level advised that overtime applies to is 14 (average 13).

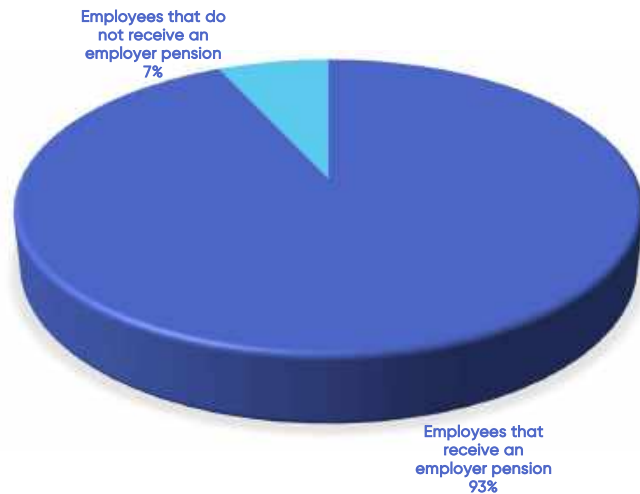
XX organisations reported that overtime covered all job families with the remainder being ITO, OFF, MAN and ENG.

### Time Off in Lieu (TOIL)

XX organisations advised that overtime could be taken as TOIL.

## 7. Pensions & Retirement

XX of the XX organisations provide employees with a pension with the values broken down by Polymetrix Job Level below.

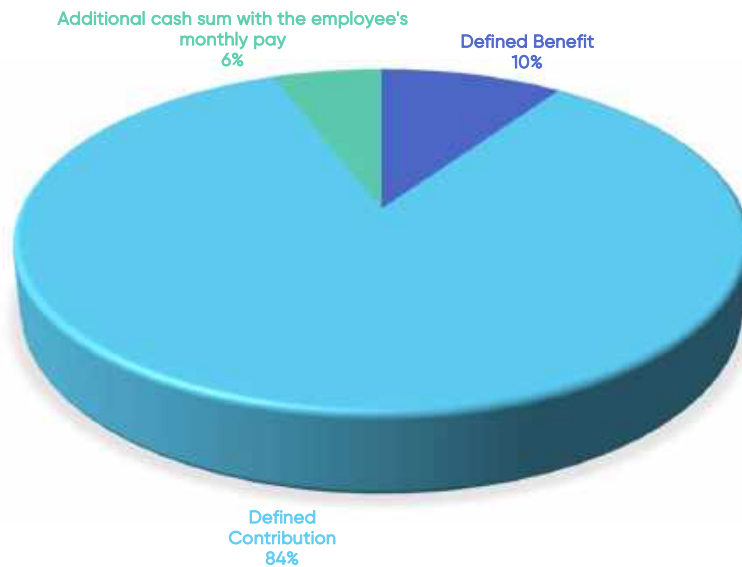


Job Level		Value
5	UQ	£2,273
	Median	£1,262
	Average	£1,784
	LQ	£1,070
49 of 49		
6	UQ	£2,200
	Median	£1,575
	Average	£1,839
	LQ	£1,158
101 of 113		
7	UQ	£2,232
	Median	£1,892
	Average	£1,878
	LQ	£1,264
507 of 566		
8	UQ	£2,636
	Median	£2,268
	Average	£2,270
	LQ	£1,680
1285 of 1349		
9	UQ	£3,105
	Median	£2,628
	Average	£2,569
	LQ	£1,915
1686 of 1780		
10	UQ	£3,652
	Median	£2,913
	Average	£3,041
	LQ	£2,299
1510 of 1637		
11	UQ	£3,977
	Median	£3,317
	Average	£3,333
	LQ	£2,380
1462 of 1568		
12	UQ	£4,377
	Median	£3,582
	Average	£3,560
	LQ	£2,523
1670 of 1775		
13	UQ	£5,400
	Median	£4,559
	Average	£4,553
	LQ	£3,443
1863 of 1960		
14	UQ	£6,500
	Median	£5,255
	Average	£5,441
	LQ	£4,200
1596 of 1725		
15	UQ	£7,776
	Median	£6,379
	Average	£6,456
	LQ	£4,829
1379 of 1522		
16	UQ	£9,306
	Median	£7,800
	Average	£7,831
	LQ	£5,981
917 of 1016		

14,025 Employees

15,060 Total Employees

Of those who provided more information (XX organisations) the type of pension schemes are detailed as follows:



Pension Scheme Type	2021		2020	
	No. Offering	Respondents	No. Offering	Respondents
Defined Benefit	10	10%	4	9%
Defined Contribution	88	85%	43	98%
Contribute to employee's own pension scheme	0	0%	1	11%
Additional cash sum with the employee's monthly pay	6	6%	3	33%

Pension Scheme Features	2021		2020	
	No. Offering	Respondents	No. Offering	Respondents
Minimum contributions increase with age	15	9%	2	4%
Support provided for employees to choose their investments	15	15%	34	76%
Employer matches additional employee contributions	74	47%	10	22%
Employees can request a pension cash release	18	20%	data not captured	

Contributions	2021			2020		
	Maximum (%)	Median (%)	Average (%)	Maximum (%)	Median (%)	Average (%)
Maximum employer contribution	100	10	24	17	10	9
Minimum employer contribution	16	5	6	17	6	6
Maximum employee contribution	no cap	8	11	no cap	7	12
Minimum employee contribution	16	2	3	8	5	4
%age of employees that contribute to their employer's pension	100	55	51	data not captured 2020		

XX organisations had 'no cap' on the maximum employee contribution amount.

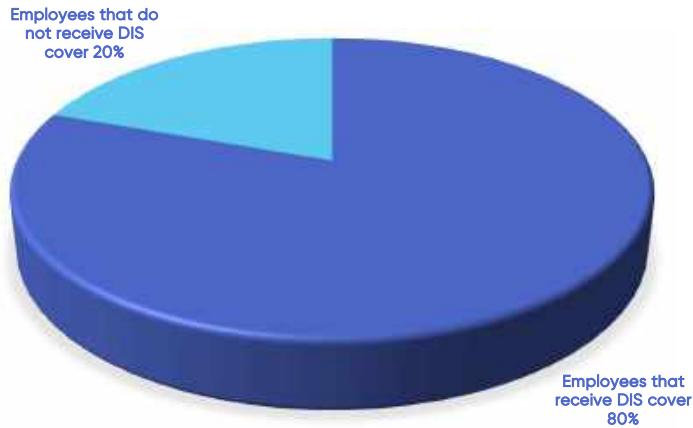
Pension Scheme Joining	2021			2020		
	Maximum	Median	Average	Maximum	Median	Average
Youngest joining age (yrs)	26	18	18	25	18	18
Vesting period before joining the scheme (weeks)	24	4	5	24	3	4

Of the XX organisations that advised on retirement options, these were as follows:

Retirement Options	2021		2021	
	Yes	No	Yes	No
Semi-retirement	14	36	10	36
Flexible retirement	16	33	13	34
Phased retirement	21	29	17	31
Early retirement	26	24	26	23

## 8. Death in Service

XX of the XX organisations provide Death in Service cover with the value broken down by Polymetrix Job Level detailed as follows:



Job Level		Value
5	UQ	£224
	Median	£190
	Average	£160
	LQ	£72
17 of 49		
6	UQ	£434
	Median	£260
	Average	£285
	LQ	£164
61 of 113		
7	UQ	£260
	Median	£155
	Average	£183
	LQ	£68
452 of 566		
8	UQ	£287
	Median	£200
	Average	£211
	LQ	£78
1140 of 1349		
9	UQ	£305
	Median	£178
	Average	£215
	LQ	£101
1275 of 1780		
10	UQ	£340
	Median	£238
	Average	£261
	LQ	£121
1378 of 1637		
11	UQ	£422
	Median	£272
	Average	£311
	LQ	£178
1141 of 1568		
12	UQ	£411
	Median	£260
	Average	£304
	LQ	£163
1610 of 1775		
13	UQ	£520
	Median	£289
	Average	£357
	LQ	£178
1398 of 1960		
14	UQ	£595
	Median	£331
	Average	£422
	LQ	£210
1595 of 1725		
15	UQ	£712
	Median	£353
	Average	£482
	LQ	£218
1214 of 1522		
16	UQ	£809
	Median	£423
	Average	£585
	LQ	£254
837 of 1016		

12,118 Employees  
15,060 Total Employees



## 9. Critical Illness & Permanent Health Insurance (PHI)

XX of the XX organisations provide employees with Critical Illness and PHI cover with the value broken down by Polymetrix Job Level detailed as follows:



Job Level		Value
5	UQ	£240
	Median	£176
	Average	£212
	LQ	£153
16 of 49		
6	UQ	£240
	Median	£152
	Average	£245
	LQ	£135
51 of 113		
7	UQ	£285
	Median	£166
	Average	£240
	LQ	£143
315 of 566		
8	UQ	£345
	Median	£194
	Average	£253
	LQ	£153
953 of 1349		
9	UQ	£354
	Median	£244
	Average	£300
	LQ	£187
960 of 1780		
10	UQ	£354
	Median	£261
	Average	£328
	LQ	£204
1207 of 1637		
11	UQ	£390
	Median	£336
	Average	£385
	LQ	£227
939 of 1568		
12	UQ	£399
	Median	£354
	Average	£402
	LQ	£250
1441 of 1775		
13	UQ	£436
	Median	£354
	Average	£451
	LQ	£286
1218 of 1960		
14	UQ	£503
	Median	£360
	Average	£526
	LQ	£344
1382 of 1725		
15	UQ	£606
	Median	£444
	Average	£570
	LQ	£354
1065 of 1522		
16	UQ	£831
	Median	£569
	Average	£754
	LQ	£390
727 of 1016		
10,274	Employees	
15,060	Total Employees	



### 10. Permanent Health Insurance

Of the X organisations that provided more information on the PHI coverage, this is detailed as follows:

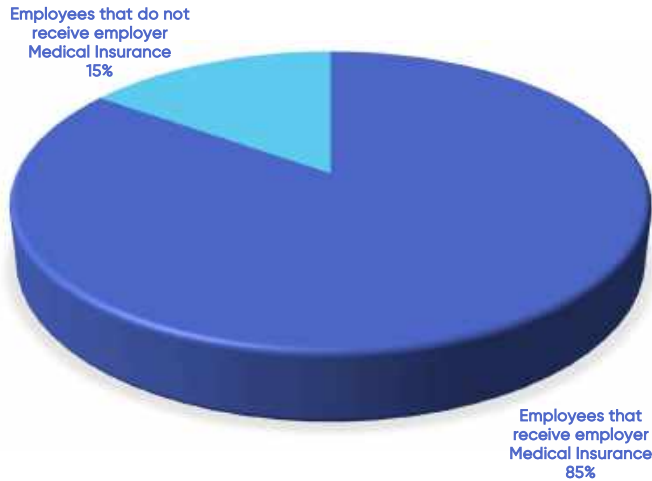
Permanent Health Insurance	2021		2020	
	No. Offering	Respondents	No. Offering	Respondents
Provide Permanent Health insurance	90	54%	42	79%

Basis of Permanent Health Insurance Provision	2021		2020	
	Median	Average	Median	Average
Qualifying length of service (weeks)	1	9	7	10
% of base salary covered by insurance (%)	75	68	75	71
Deferral period following a claim ('waiting period') (weeks)	26	20	26	20

## 11. Medical Health Insurance

XX of the XX organisations provide employees with medical insurance cover with the value broken down by Polymetrix Job Level detailed as follows:



Job Level		Value
5	UQ	£1,279
	Median	£80
	Average	£568
	LQ	£80
41 of 49		
6	UQ	£1,691
	Median	£1,100
	Average	£1,139
	LQ	£80
101 of 113		
7	UQ	£1,441
	Median	£1,078
	Average	£1,060
	LQ	£330
460 of 566		
8	UQ	£1,513
	Median	£1,100
	Average	£1,102
	LQ	£490
1242 of 1349		
9	UQ	£1,620
	Median	£1,207
	Average	£1,253
	LQ	£623
1424 of 1780		
10	UQ	£1,978
	Median	£1,322
	Average	£1,433
	LQ	£694
1460 of 1637		
11	UQ	£2,558
	Median	£1,573
	Average	£1,740
	LQ	£1,100
1212 of 1568		
12	UQ	£1,985
	Median	£1,573
	Average	£1,656
	LQ	£1,056
1604 of 1775		
13	UQ	£2,558
	Median	£1,682
	Average	£1,825
	LQ	£1,100
1546 of 1960		
14	UQ	£3,000
	Median	£1,929
	Average	£2,080
	LQ	£1,274
1557 of 1725		
15	UQ	£3,000
	Median	£1,884
	Average	£2,119
	LQ	£1,274
1269 of 1522		
16	UQ	£3,000
	Median	£1,884
	Average	£2,200
	LQ	£1,349
858 of 1016		

12,774 Employees  
15,060 Total Employees



Of the XX organisations that provided more detail on their medical insurance, this is as follows:

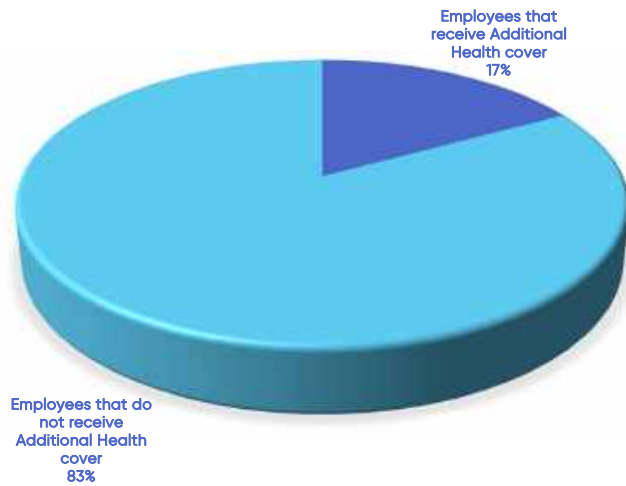
Medical Insurance	2021		2020	
	Yes	Respondents	Yes	Respondents
Provide medical insurance	31	53	50	53

Medical Insurance Provision	2021		2020
	Yes	No	Yes
Available for <b>employee only</b> , at all job levels	116	0	24
If 'Yes' is this fully subsidised?	98	16	23
Available for <b>employee and spouse/partner</b> , at all job levels	9	59	1
If 'Yes' is this fully subsidised?	17	14	1
Available for <b>employee and family</b> , at all job levels	55	46	23
If 'Yes' is this fully subsidised?	24	8	14

Medical Insurance Detail	Yes	No
Available coverage varies by job level	16	92
Employee able to 'top up' cover when not 'employee and family'	84	85
Claimant pays an excess	34	72

## 12. Additional Health Cover

XX of the XX organisations provide employees with additional health cover with the value broken down by Polymetrix Job Level detailed as follows:



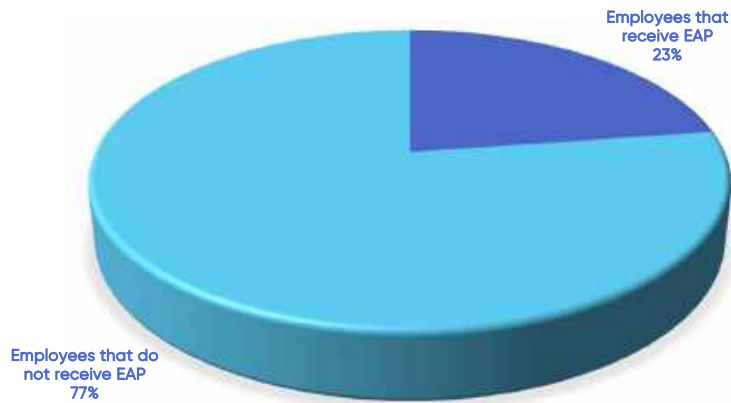
Job Level		Value
5	UQ	-
	Median	-
	Average	-
	LQ	-
9 of 49		
6	UQ	-
	Median	-
	Average	-
	LQ	-
21 of 113		
7	UQ	£275
	Median	£156
	Average	£233
	LQ	£60
73 of 566		
8	UQ	£205
	Median	£146
	Average	£246
	LQ	£40
177 of 1349		
9	UQ	£197
	Median	£156
	Average	£205
	LQ	£76
210 of 1780		
10	UQ	£205
	Median	£136
	Average	£173
	LQ	£60
266 of 1637		
11	UQ	£205
	Median	£125
	Average	£173
	LQ	£55
234 of 1568		
12	UQ	£320
	Median	£156
	Average	£230
	LQ	£60
356 of 1775		
13	UQ	£204
	Median	£146
	Average	£237
	LQ	£60
299 of 1960		
14	UQ	£175
	Median	£125
	Average	£210
	LQ	£61
335 of 1725		
15	UQ	£205
	Median	£125
	Average	£178
	LQ	£60
329 of 1522		
16	UQ	£205
	Median	£156
	Average	£215
	LQ	£61
249 of 1016		

2,558 Employees

15,060 Total Employees

### 13. Employee Assistance Programme (EAP)

XX of the XX organisations provide employees with an Employee Assistance Programme with the value of coverage broken down by Polymetrix Job Level detailed as follows:



Job Level		Value
5	UQ	-
	Median	-
	Average	-
	LQ	-
7 of 49		
6	UQ	-
	Median	-
	Average	-
	LQ	-
33 of 113		
7	UQ	£9
	Median	£7
	Average	£11
	LQ	£7
152 of 566		
8	UQ	£12
	Median	£9
	Average	£31
	LQ	£7
265 of 1349		
9	UQ	£12
	Median	£9
	Average	£15
	LQ	£7
384 of 1780		
10	UQ	£19
	Median	£11
	Average	£30
	LQ	£8
366 of 1637		
11	UQ	£19
	Median	£11
	Average	£30
	LQ	£8
382 of 1568		
12	UQ	£19
	Median	£12
	Average	£30
	LQ	£8
450 of 1775		
13	UQ	£19
	Median	£12
	Average	£32
	LQ	£9
367 of 1960		
14	UQ	£20
	Median	£12
	Average	£37
	LQ	£8
437 of 1725		
15	UQ	£20
	Median	£12
	Average	£43
	LQ	£9
334 of 1522		
16	UQ	£20
	Median	£12
	Average	£38
	LQ	£8
242 of 1016		

3,419 Employees  
15,060 Total Employees

## 14. Sick Pay

Sick Pay	Yes	No	Disc
Continue to pay salary when employee is absent sick	158	19	n/a
Has a maximum number of days paid	104	12	n/a
Sick pay paid during probation period	58	34	20
Sick pay paid during notice period	110	56	20

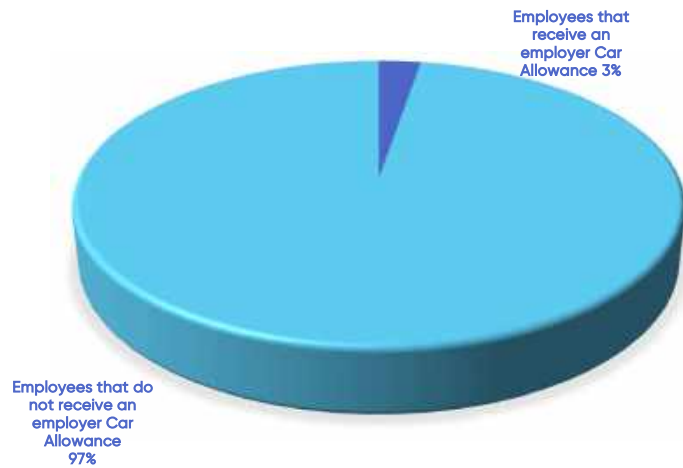
Sick Pay Basis	2021			2020		
	Maximum	Median	Average	Maximum	Median	Average
Maximum weeks paid at full rate of salary	48	6	11	28	12	13
Maximum weeks paid at half rate of salary	26	0	6	26	0	6
	Yes	No		Yes	No	
Sick pay reduced to allow for state benefit	76	36		19	11	

## 15. Car Schemes & Parking

Car Scheme	Yes	%
Provide a car allowance	10	8%
Pay for servicing and insurance	30	38%
Pay for petrol	2	5%



XX of the XX organisations provide employees with a car allowance with the value broken down by Polymetrix Job Level detailed as follows:



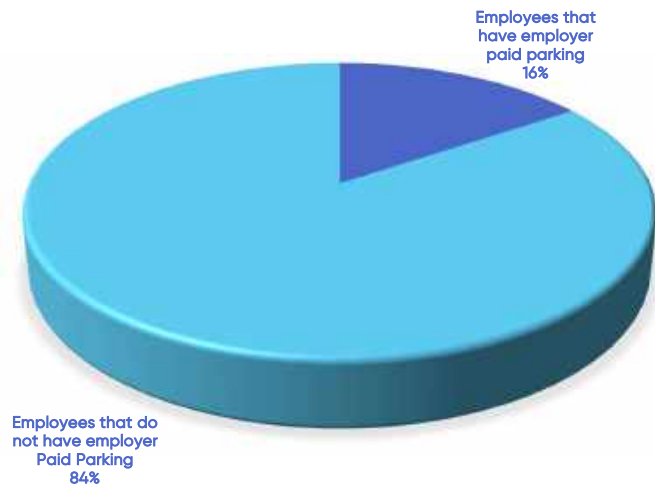
Job Level		Value
5	UQ	-
	Median	-
	Average	-
	LQ	-
0 of 49		
6	UQ	-
	Median	-
	Average	-
	LQ	-
0 of 113		
7	UQ	-
	Median	-
	Average	-
	LQ	-
0 of 566		
8	UQ	-
	Median	-
	Average	-
	LQ	-
0 of 1349		
9	UQ	-
	Median	-
	Average	-
	LQ	-
0 of 1780		
10	UQ	-
	Median	-
	Average	-
	LQ	-
10 of 1637		
11	UQ	-
	Median	-
	Average	-
	LQ	-
6 of 1568		
12	UQ	-
	Median	-
	Average	-
	LQ	-
114 of 1775		
13	UQ	-
	Median	-
	Average	-
	LQ	-
75 of 1960		
14	UQ	-
	Median	-
	Average	-
	LQ	-
61 of 1725		
15	UQ	-
	Median	-
	Average	-
	LQ	-
69 of 1522		
16	UQ	-
	Median	-
	Average	-
	LQ	-
63 of 1016		

398 Employees  
15,060 Total Employees



## Parking

XX of the XX organisations provide employees with paid parking with the value broken down by Polymetrix Job Level detailed as follows:



Job Level		Value
5	UQ	-
	Median	-
	Average	-
	LQ	-
3 of 49		
6	UQ	-
	Median	-
	Average	-
	LQ	-
20 of 113		
7	UQ	-
	Median	-
	Average	-
	LQ	-
48 of 566		
8	UQ	£1,750
	Median	£1,200
	Average	£1,241
	LQ	£600
108 of 1349		
9	UQ	£1,500
	Median	£1,200
	Average	£1,270
	LQ	£600
111 of 1780		
10	UQ	£1,750
	Median	£1,250
	Average	£1,288
	LQ	£600
170 of 1637		
11	UQ	£2,040
	Median	£1,375
	Average	£1,394
	LQ	£600
206 of 1568		
12	UQ	£1,704
	Median	£1,250
	Average	£1,329
	LQ	£939
277 of 1775		
13	UQ	£1,750
	Median	£1,250
	Average	£1,286
	LQ	£600
299 of 1960		
14	UQ	£1,704
	Median	£1,250
	Average	£1,285
	LQ	£600
372 of 1725		
15	UQ	£1,800
	Median	£1,300
	Average	£1,367
	LQ	£725
416 of 1522		
16	UQ	£2,040
	Median	£1,562
	Average	£1,551
	LQ	£1,200
310 of 1016		

2,340 Employees

15,060 Total Employees



Of those who provided more information on their parking provisions, this is detailed as follows:

Parking Provision	2021		2020	
	Yes	%	Yes	%
Provide free parking	74	54%	33	62%
Provide free parking for all staff	10	13%	2	6%
	Median	Average	Median	Average
If not provided for all staff, level provision starts at	16	16	16	16
	Median	Average		
If not provided for all staff, level provision starts at	16	15	16	15

## 16. Travel & Relocation Allowances

### Travel

XX out of the XX organisations that responded, provided a travel allowance or flights off-island.

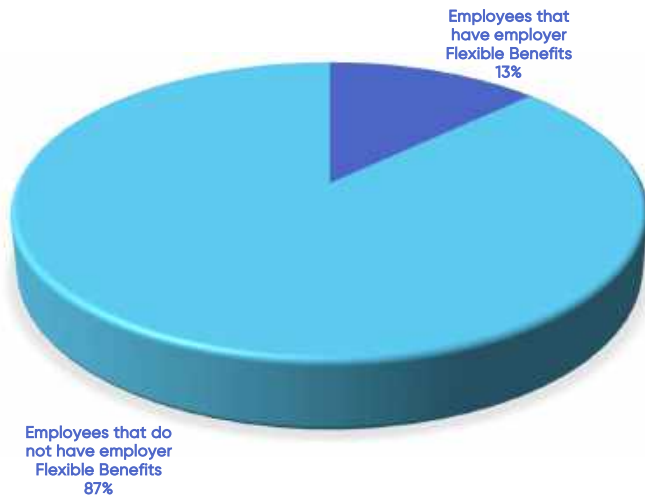
### Relocation of Employees

Relocation of Employees	Yes	%
Offer a relocation package for new employees	62	50%
If 'yes' this is a financial amount	38	61%
If 'yes' this is level dependent	20	33%

Relocation Package Provision	Respondents
Employee only	18
Employee plus partner	2
Employee plus family	36

## 17. Flexible Benefits

XX of the XX organisations provide employees with flexible benefits with the value broken down by Polymetrix Job Level detailed as follows:



Job Level		Value
5	UQ	-
	Median	-
	Average	-
	LQ	-
0 of 49		
6	UQ	-
	Median	-
	Average	-
	LQ	-
10 of 113		
7	UQ	£960
	Median	£400
	Average	£695
	LQ	£300
13 of 566		
8	UQ	£941
	Median	£810
	Average	£844
	LQ	£300
128 of 1349		
9	UQ	£1,147
	Median	£964
	Average	£997
	LQ	£905
236 of 1780		
10	UQ	£1,543
	Median	£1,339
	Average	£1,333
	LQ	£300
217 of 1637		
11	UQ	£1,545
	Median	£1,180
	Average	£1,437
	LQ	£300
192 of 1568		
12	UQ	£3,744
	Median	£1,500
	Average	£1,951
	LQ	£300
151 of 1775		
13	UQ	£1,841
	Median	£1,553
	Average	£1,633
	LQ	£300
235 of 1960		
14	UQ	£2,757
	Median	£960
	Average	£2,025
	LQ	£300
198 of 1725		
15	UQ	£6,080
	Median	£3,166
	Average	£3,716
	LQ	£960
360 of 1522		
16	UQ	£8,343
	Median	£4,249
	Average	£4,842
	LQ	£384
209 of 1016		

1,949 Employees

15,060 Total Employees

## 18. Mortgage Subsidy

XX out of the XX organisations that responded, provided a housing allowance or mortgage subsidy.

## 19. Loans

XX organisations out of the XX respondents, provided subsidised personal or car loans. The median Polymetric Job Level this benefit starts at is XX (average XX).

## 20. Annual Leave

Annual Leave Provision	2021				2020			
	Minimum (days)	Median (days)	Average (days)	Maximum (days)	Minimum (days)	Median (days)	Average (days)	Maximum (days)
Job Level 5	20	25	25	30	20	25	25	30
Job Level 6	20	25	25	30	20	25	25	30
Job Level 7	20	25	25	30	20	25	25	30
Job Level 8	20	25	25	30	20	25	25	30
Job Level 9	20	25	26	32	20	25	25	30
Job Level 10	20	25	26	33	20	25	25	30
Job Level 11	20	25	26	34	20	25	26	30
Job Level 12	22	26	27	35	20	25	26	30
Job Level 13	22	26	26	30	20	25	26	30
Job Level 14	3	26	22	32	25	27	27	30
Job Level 15	25	27	27	35	25	27	27	30
Job Level 16	3	27	24	35	25	28	28	30

Annual Leave	Yes	%		
Annual leave can be bought	68	59%		
If 'yes' the number of days is capped	66	97%		
	Minimum (days)	Median (days)	Average (days)	Maximum (days)
If capped	3	5	7	40
	Yes	%		
Annual leave can be sold	42	23%		
If 'yes' the number of days is capped	62	34%		
	Minimum (days)	Median (days)	Average (days)	Maximum (days)
If capped	0	5	7	40

## Annual Leave Value

The value of annual leave provision is broken down by Polymetrix Job Level detailed as follows:

Job Level		Value
5	UQ	£2,416
	Median	£2,256
	Average	£2,274
	LQ	£1,953
49 of 49		
6	UQ	£2,530
	Median	£2,296
	Average	£2,345
	LQ	£2,068
113 of 113		
7	UQ	£2,571
	Median	£2,232
	Average	£2,361
	LQ	£1,985
566 of 566		
8	UQ	£2,894
	Median	£2,527
	Average	£2,651
	LQ	£2,282
1349 of 1349		
9	UQ	£3,257
	Median	£2,848
	Average	£2,960
	LQ	£2,546
1780 of 1780		
10	UQ	£3,936
	Median	£3,316
	Average	£3,462
	LQ	£2,907
1637 of 1637		
11	UQ	£4,393
	Median	£3,820
	Average	£3,927
	LQ	£3,333
1568 of 1568		
12	UQ	£5,125
	Median	£4,440
	Average	£4,479
	LQ	£3,770
1775 of 1775		
13	UQ	£5,991
	Median	£5,242
	Average	£5,326
	LQ	£4,604
1960 of 1960		
14	UQ	£7,222
	Median	£6,313
	Average	£6,425
	LQ	£5,540
1725 of 1725		
15	UQ	£8,846
	Median	£7,775
	Average	£7,878
	LQ	£6,667
1522 of 1522		
16	UQ	£11,310
	Median	£9,811
	Average	£10,121
	LQ	£8,504
1016 of 1016		

15,060 Employees

15,060 Total Employees

## 21. Additional Leave

### Birth Mother

Birth Mother	2021		Respondents
	Median (weeks)	Average (weeks)	
Paid at 100% of salary	13	17	175
Paid at 75% to 99% of salary	26	33	88
Paid at 50% to 74% of salary	26	34	74
Paid at < 50% of salary	12	12	73
Unpaid	40	36	108
Total Maximum	52	31	185
No. of weeks qualifying employment period	0	19	98
	Yes	No	
Clawback applied if employee resigns	72	34	

### Father/Partner

Father/Partner	2021		Respondents
	Median (weeks)	Average (weeks)	
Paid at 100% of salary	6	6	149
Paid at 75% to 99% of salary	2	5	79
Paid at 50% to 74% of salary	0	0	60
Paid at < 50% of salary	0	0	63
Unpaid	46	39	104
Total Maximum	52	32	173
No. of weeks qualifying employment period	0	7	114
	Yes	No	
Clawback applied if employee resigns	30	66	

### Adoptive Parent

Adoptive Parent	2021		Respondents
	Median (weeks)	Average (weeks)	
Paid at 100% of salary	12	15	166
Paid at 75% to 99% of salary	26	30	76
Paid at 50% to 74% of salary	20	28	60
Paid at < 50% of salary	0	0	57
Unpaid	40	38	100
Total Maximum	52	36	150
No. of weeks qualifying employment period	0	10	107
	Yes	No	
Clawback applied if employee resigns	50	50	

## Surrogate Parent

Surrogate Parent	2021		
	Median (weeks)	Average (weeks)	Respondents
Paid at 100% of salary	6	12	127
Paid at 75% to 99% of salary	1	15	62
Paid at 50% to 74% of salary	0	19	35
Paid at < 50% of salary	0	0	33
Unpaid	43	38	88
Total Maximum	26	29	191
No. of weeks qualifying employment period	0	9	124
	Yes	No	
Clawback applied if employee resigns	46	48	

## Other Leave

Additional Leave	2021				2020			
	Median (days)	Average (days)	Disc.	No. Respondents	Median (days)	Average (days)	Disc.	No. Respondents
Compassionate leave	5	4	58	170	0	1	17	51
Territorial army leave	0	2	28	94	0	2	18	51
House moving leave	0	0	10	171	0	0	5	51
Marriage leave	0	0	8	115	0	1	5	51
Discretionary leave (family) sickness	3	3	34	121	0	2	14	51

## Secondments

Secondments	Yes	No
Secondment scheme in place	36	80
Seconded's benefits remain whilst on secondment	39	15
	Median	Average
Polymetrix Job Level secondment can be taken from	5	6

Secondment Provision	2021	2020
Employee only	20	4
Employee plus partner	0	0
Employee plus family	14	2

Where advised, the average length of time a secondment was capped at XX weeks. The role was not always kept open on their return and in some cases an equivalent role would be available.

## Sabbaticals

Sabbaticals/Career Breaks	2021		2020	
	Yes	%	Yes	%
Sabbatical scheme in place	65	47%	15	28%
	Median	Average	Median	Average
Polymetrix Job Level sabbatical can be taken from	5	6	5	5
	Yes	No	Yes	No
Period capped	63	47	11	3
Current benefits remain live whilst on sabbatical	33	17	10	3
Role kept open for return	67	6	14	0
	Median	Average	Median	Average
If role kept open, from Polymetrix Job Level	5	14	data not captured	

## 22. Redundancy Policy

Redundancy Policy	2021		2020	
	Yes	No	Yes	No
Own redundancy policy	40	11	35	17
Follow parent company policy	48	25	9	22
Statutory redundancy allowance	58	0		
	Yes	No		
Redundancy allowance capped	46	38		
Offer a voluntary redundancy scheme	10	92		

## Compromise Agreements

Compromise Agreements	2021	
	Yes	No
Undertaken compromise agreement/s in last 12 months	66	40
	Median	Average
Quantity of compromise agreements undertaken	2	3
Compromise agreements undertaken from Levels 5-16	1	3
Compromise agreements undertaken from Levels 17-23	0	1

## Outsourcing

Outsourcing	Yes	No
Currently outsource any roles	22	88
	Median	Average
Number of roles currently outsourced	3	3



## 23. Other Benefits

Additional Employee Benefits	2021		2020	
	Yes	No	Yes	No
Professional subscription	110	82	50	3
Recruitment introduction scheme	92	24	43	10
Beneficial savings plan	4	110	1	52
SAYE/SIP	18	158	2	51

## Study

Study for Professional Qualifications	2021		2020	
	Yes	No	Yes	No
Costs paid on application	185	7	51	2
Costs refunded on completion	85	91	1	47
Recoup costs if employee resigns	112	5	50	3
<b>Costs Covered</b>				
Course fee	189	3	52	1
Books	102	14	48	5
Revision course	104	12	48	5
Registration fees	112	4	51	2

Study Leave Basis (days per course)	2021			
	Minimum (days)	Median (days)	Average (days)	Maximum (days)
Certificate (or equivalent)	0	5	6	38
Diploma (or equivalent)	0	5	6	38
Advanced Diploma (or equivalent)	0	5	7	30
Chartered (or equivalent)	0	5	7	30
Masters (or equivalent)	0	5	7	30
PhD (or equivalent)	0	9	74	500

XX organisations offer a financial award for completion of qualifications.

Financial Reward (£)	2021			
	Minimum (£)	Median (£)	Average (£)	Maximum (£)
Certificate (or equivalent)	£50	£325	£519	£1,800
Diploma (or equivalent)	£50	£350	£561	£1,800
Advanced Diploma (or equivalent)	£50	£425	£645	£1,800
Chartered (or equivalent)	£50	£1,000	£800	£1,800
Masters (or equivalent)	£50	£1,000	£800	£1,800
PhD (or equivalent)	£2	£4	£422	£1,800

Graduate/Apprenticeship Schemes

Graduate/Apprenticeship Scheme	Yes	No
Provide a graduate/apprenticeship scheme	37	94
Provision of a qualification at the end of the scheme	78	31
On completion of the qualification, a job offer is guaranteed	4	10

The median length of the scheme was reported as XX years (average XX years).

24. Working Practices

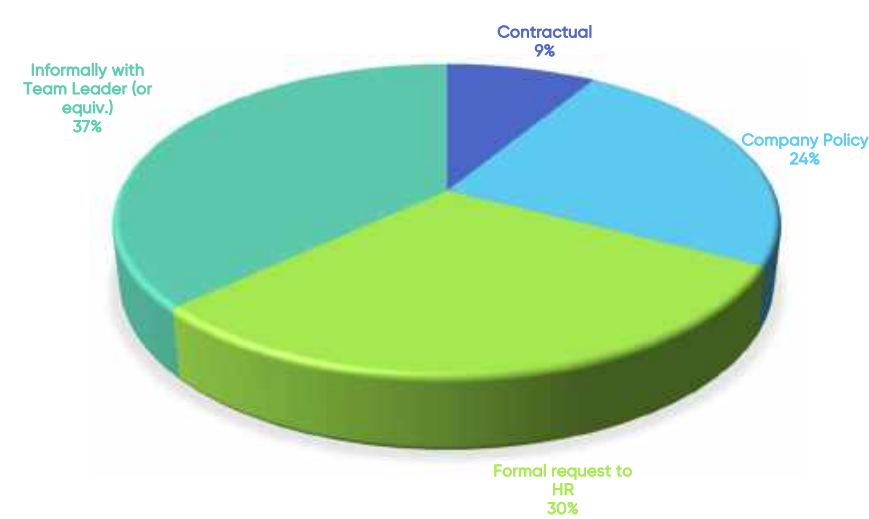
Flexible Working

XX of the XX respondents advised that they have a formal flexible working policy.



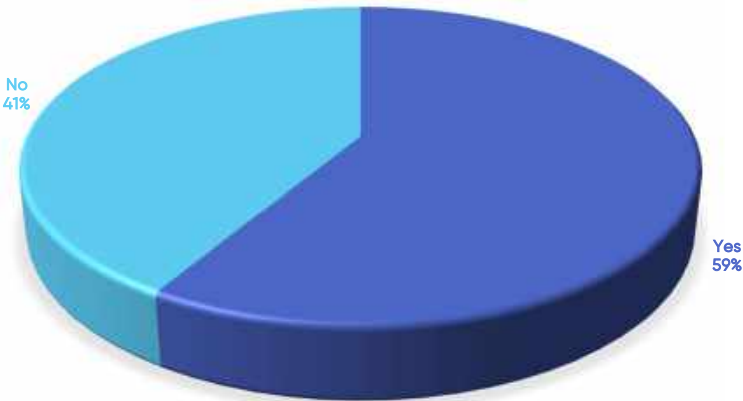
Flexible Working	Minimum	Median	Average	Maximum
Level applies from	5	5	5	10

Management of Flexible Working Requests



Home Working

XX of the XX respondents have a formal home working policy.



Home Working	Minimum	Median	Average	Maximum
Level applies from	5	5	6	12

With many organisations now offering a formal home working policy it is difficult at this stage to provide an accurate number of employees that are working in the office, at home and a mix of home and office working at any point in time. Of the XX organisations that responded, at the time of submitting their data, XXXX employees were working full time in the office, XXXX employees were working a mix of from home and the office, and XXXX were working full time from home with the majority not specifying numbers as the situation continues to change on a weekly basis due to the pandemic.

Minimum Time Expected in the Office





**Reduced Office Space**

XX organisations out of XX respondents advised that they had reduced their office space since July 2020.



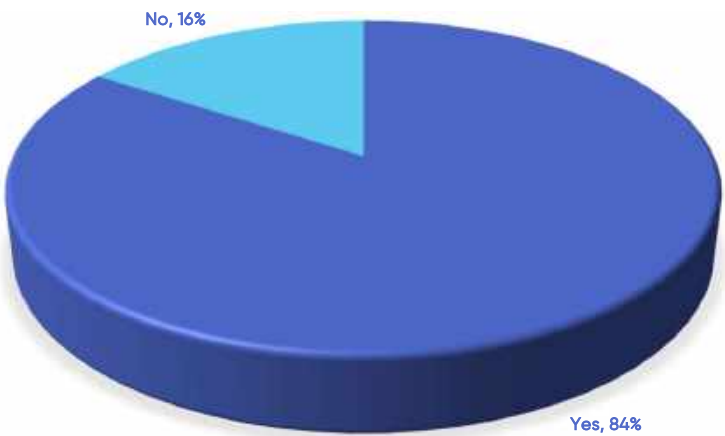
**Corporate Social Responsibility (CSR)**

XX of the XX respondents undertake CSR with XX of those providing time off during office hours for it.

CSR	Median	Average
No. hours per year for CSR	8	10

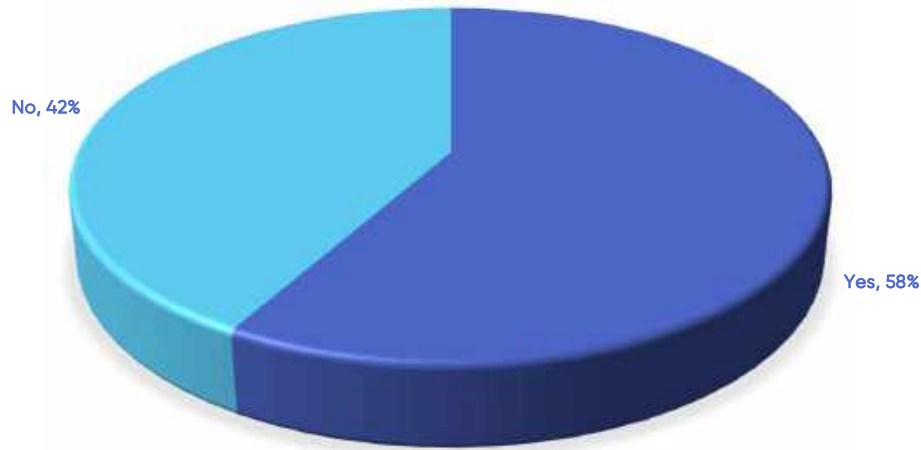
**Non-Bank Holiday Provision**

XX out of XX organisations provide a half day for non-bank holiday days.



## Christmas/Summer Events

XX out of XX organisations provide a half day allowance for Christmas/summer events.



## Wellness

Wellness Provision	2021		2020	
	Respondents	%age Offering	Respondents	%age Offering
In-house chest and heart screening	51	28%	12	29%
Talks/seminars on healthy living/nutrition etc.	97	52%	31	76%
Healthy food/snacks (e.g. fruit, juices etc)	131	71%	30	73%
In-house chiropractor/massage therapy/physiotherapy	42	23%	11	27%
Yoga/Pilates or similar	80	43%	17	41%
Mindfulness/meditation	88	48%	14	34%
Standing desks/ergonomics in the workplace	140	75%	31	76%
Cycle to work scheme	17	9%	4	10%
Group activities such as football, netball, hockey	84	45%	25	61%
Initiatives such as step count challenges, walking meetings	107	58%	20	49%
In-house flu vaccinations	109	59%	33	80%
Fully or partly subsidised bus passes	45	24%	2	5%
Fully or partly subsidised gym membership	43	33%	15	37%
Financial well-being advice to employees (either in-house or ext	50	41%	data not collected in 2020	
Payroll giving	34	31%	11	21%
Negotiated rates/discounts with external providers	64	35%	33	62%

Wellness	Yes	%		
Have a wellness provision	161	84%		
	Working Hours	Free Time		
Wellness provision timing	44	24	2020	
	Yes	%	Yes	%
Have a mental health first aider	121	65%	35	66%
	Fully by E'er	Partly by E'er	Fully by E'ee	
Funding	56	16	8	
	Median	Average		
If fully funded by employer, amount per employee per year	£75	£91		

## Post Pandemic Changes

### Contact Tracing Methods in Place





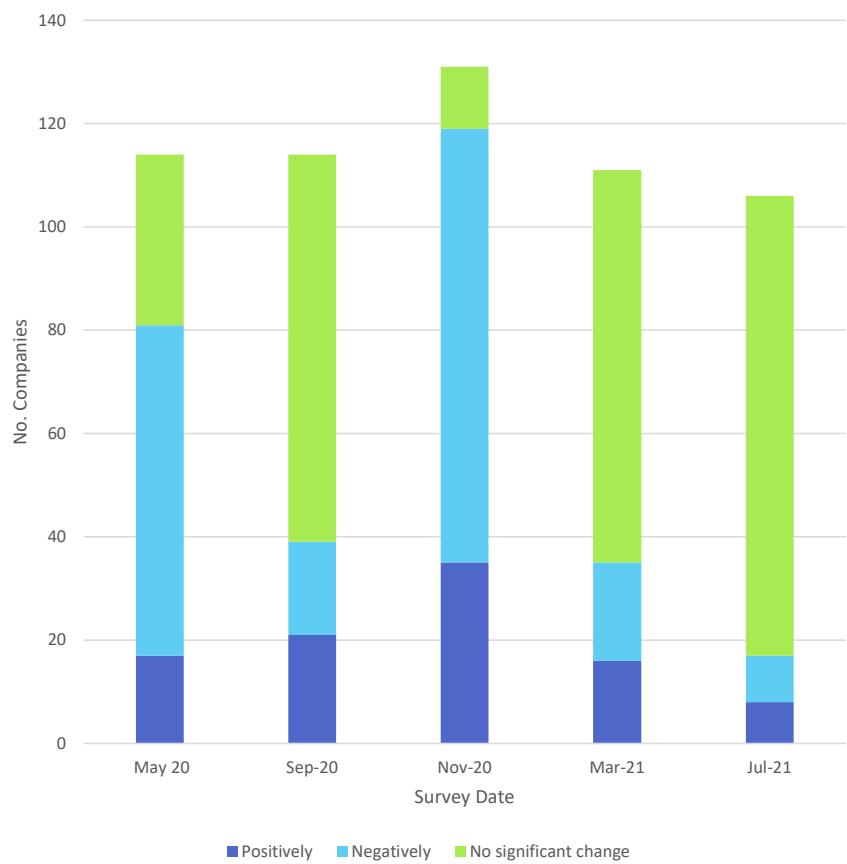
### Home Working Set-up remains at Home

XX of the XX respondents have allowed employees' home-working equipment to remain at home.



### Trading

Data was captured throughout the pandemic from the COVID-19 Surveys Polymetrix undertook on how the pandemic affected organisation's trading.



# Remuneration Data Analysis

In the following tables, the data values analysed are “where paid”. Zero values, which do occur for Allowances, Performance and Profit Pay, and Other Cash, are excluded from the analyses. There are no zero values in the data for Base Pay, and therefore none in the aggregated data for Total Cash, Benefits Value or Total Package Value.

Total Cash is the sum for each job of its Base Pay (annual rate of salary) and all other elements received in cash.

Benefits Value is calculated as the representative cost by job level in each participating organisation of a selected range of key non-cash benefits:

- Pension
- Death in Service Insurance
- Car/Car Allowance
- Parking
- Medical Insurance
- Permanent Health Insurance
- Employee Assistance Programme
- Additional Health Cover
- Annual leave (as a proportion of 252 working days p.a. multiplied by Base Pay)
- Flexible Benefits/Cash in Lieu of Benefits

Total Package is calculated for each job by adding its calculated Benefits Value to its Total Cash.

We show average, median and quartile analyses where there are six or more data points in a set of data, and averages only where fewer than six. The median is the preferred measure of “mid-market”, because the average is more prone to skew by unusually high or low data points.

The remuneration data tables do not have the properties of a spreadsheet. Because the median and quartiles are derived from position, not arithmetically, and independently for each column of our analysis, they will not sum horizontally across the data tables. Due to the exclusion of zero values, the averages will similarly not sum horizontally across the tables.

Please note that where there are fewer than 3 sets of data in the Performance Related Bonus, Profit Related Bonus and Other Cash columns, the data has been suppressed to protect confidentiality. This applies to all tables throughout the Report.

## Bonuses by Job Family Group

Group	Median Bonus	Average Bonus	% of staff that received a bonus	Median (%)	Average (%)
Accounting	£3,562.00	£5,984.00	78.00%	4.80%	6.90%
Banking/Finance	£3,590.00	£6,587.00	83.20%	8.40%	11.20%
General /Support	£2,541.00	£3,286.00	55.00%	5.70%	7.40%
IT/Web/Design	£2,594.00	£2,597.00	24.50%	6.00%	7.40%
Investment/Funds	£3,954.00	£5,418.00	89.20%	6.70%	9.90%
Legal	£1,648.00	£5,987.00	66.40%	5.00%	7.30%
Risk	£6,584.00	£3,945.00	59.00%	5.60%	7.30%
Trust	£2,597.00	£2,858.00	64.00%	5.10%	6.90%
Insurance	£3,584.00	£2,876.00	83.00%	6.40%	5.50%
Manual/Technical	£1,502.00	£2,846.00	72.00%	4.00%	5.10%



# Bonuses

## Performance related Bonuses

Emp- loyees	Job Level		Base	Performance Bonus	% Bonus paid of base pay
68	5	UQ	£25,500.00	£1,261.80	4.95%
		Median	£22,501.40	£1,098.15	4.88%
		Average	£23,108.77	£1,032.48	4.47%
		LQ	£20,827.56	£1,041.37	5.00%
108	6	UQ	£27,000.00	£2,028.92	7.51%
		Median	£24,087.00	£1,267.63	5.26%
		Average	£24,883.87	£1,504.45	6.05%
		LQ	£22,000.00	£1,074.83	4.89%
308	7	UQ	£28,059.00	£1,342.57	4.78%
		Median	£24,627.18	£883.99	3.59%
		Average	£26,022.78	£1,152.24	4.43%
		LQ	£22,500.00	£500.00	2.22%
894	8	UQ	£30,729.40	£1,800.00	5.86%
		Median	£27,149.00	£1,072.00	3.95%
		Average	£28,001.14	£1,421.48	5.08%
		LQ	£23,717.75	£717.00	3.02%
1098	9	UQ	£34,500.00	£2,000.00	5.80%
		Median	£29,966.16	£1,471.73	4.91%
		Average	£31,009.09	£1,768.92	5.70%
		LQ	£27,000.00	£1,000.00	3.70%
1390	10	UQ	£39,833.25	£2,750.00	6.90%
		Median	£33,800.00	£1,788.00	5.29%
		Average	£35,161.34	£2,158.63	6.14%
		LQ	£29,500.00	£1,100.00	3.73%
1344	11	UQ	£44,213.72	£3,000.00	6.79%
		Median	£38,713.81	£2,000.00	5.17%
		Average	£39,554.88	£2,331.97	5.90%
		LQ	£34,000.00	£1,300.00	3.82%
1696	12	UQ	£39,833.25	£3,700.00	9.29%
		Median	£33,800.00	£2,394.50	7.08%
		Average	£35,161.34	£2,930.25	8.33%
		LQ	£29,500.00	£1,500.00	5.08%
772	13	UQ	£57,000.00	£5,145.00	9.03%
		Median	£50,495.00	£3,500.00	6.93%
		Average	£51,231.36	£4,058.26	7.92%
		LQ	£45,000.00	£2,000.00	4.44%
943	14	UQ	£67,000.00	£7,162.50	10.69%
		Median	£60,000.00	£4,500.00	7.50%
		Average	£60,764.21	£5,846.56	9.62%
		LQ	£53,000.00	£2,600.00	4.91%
845	15	UQ	£80,816.00	£10,300.00	12.75%
		Median	£72,000.00	£6,000.00	8.33%
		Average	£73,252.34	£8,749.34	11.94%
		LQ	£64,226.97	£3,461.00	5.39%
645	16	UQ	£100,000.00	£15,000.00	15.00%
		Median	£87,470.59	£8,000.00	9.15%
		Average	£91,801.39	£11,568.63	12.60%
		LQ	£80,000.00	£4,750.00	5.94%

## Profit related Bonuses

Emp- loyees	Job Level		Base	Profit Bonus	% Bonus paid of base pay
0	5	UQ	-	-	-
		Median	-	-	-
		Average	-	-	-
		LQ	-	-	-
0	6	UQ	-	-	-
		Median	-	-	-
		Average	-	-	-
		LQ	-	-	-
0	7	UQ	-	-	-
		Median	-	-	-
		Average	-	-	-
		LQ	-	-	-
0	8	UQ	-	-	-
		Median	-	-	-
		Average	-	-	-
		LQ	-	-	-
0	9	UQ	-	-	-
		Median	-	-	-
		Average	-	-	-
		LQ	-	-	-
0	10	UQ	-	-	-
		Median	-	-	-
		Average	-	-	-
		LQ	-	-	-
0	11	UQ	-	-	-
		Median	-	-	-
		Average	-	-	-
		LQ	-	-	-
0	12	UQ	-	-	-
		Median	-	-	-
		Average	-	-	-
		LQ	-	-	-
0	13	UQ	-	-	-
		Median	-	-	-
		Average	-	-	-
		LQ	-	-	-
953	14	UQ	£67,000.00	£7,000.00	10.45%
		Median	£60,000.00	£4,500.00	7.50%
		Average	£60,887.11	£5,855.11	9.62%
		LQ	£53,000.00	£2,500.00	4.72%
610	15	UQ	£80,000.00	£10,455.50	13.07%
		Median	£71,900.00	£5,875.00	8.17%
		Average	£72,855.83	£8,608.31	11.82%
		LQ	£64,000.00	£3,250.00	5.08%
28	16	UQ	£91,838.50	£14,250.00	15.52%
		Median	£85,718.50	£8,500.00	9.92%
		Average	£86,239.93	£9,086.83	10.54%
		LQ	£83,419.00	£400.00	0.48%

# All Jobs

Please note that all data used in the following section is fictitious.

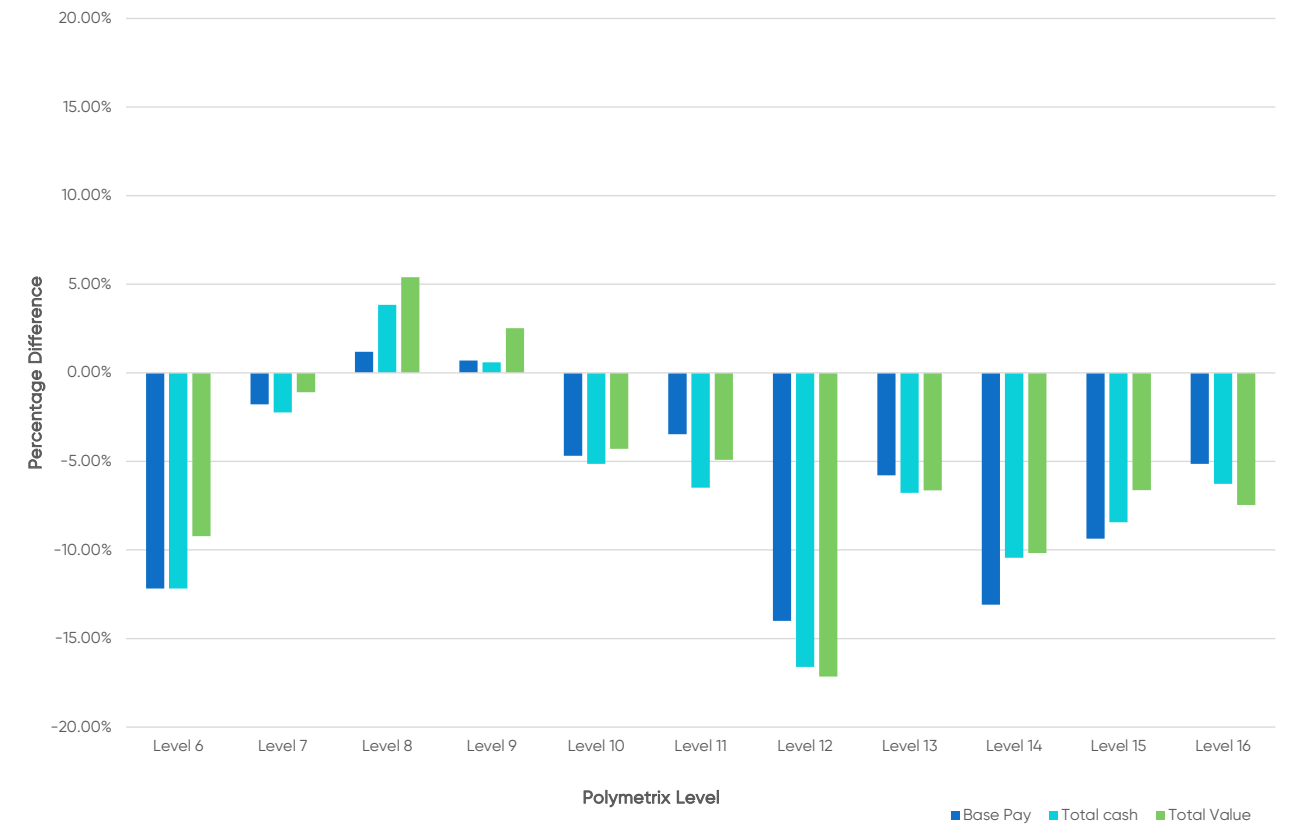
## Remuneration by Polymetrix Job Level

Job Level (Companies) 5	(Employees) 11	Pay							Benefits		Total Package
		Base Pay	Allowances	Perf Rel	No.	Profit Rel	No.	Other Cash	Total Cash	Benefits Value	Total Value
		UQ	£27,109	-	9	-	-	-	£28,184	£6,779	£34,963
		Median	£21,000	-		-		-	£21,000	£5,093	£25,925
		Average	£22,521	-		-		-	£23,177	£5,710	£28,887
		LQ	£17,975	-		-		-	£18,208	£4,708	£22,742
6	34	UQ	£25,000	-	13	-	-	-	£25,721	£6,377	£31,640
		Median	£23,750	-		-		-	£24,064	£6,172	£30,356
		Average	£23,959	-		-		-	£24,361	£6,030	£30,391
		LQ	£22,000	-		-		-	£22,452	£5,212	£28,404
7	69	UQ	£28,000	-	23	-	-	-	£28,216	£6,067	£34,552
		Median	£24,631	-		-		-	£25,000	£5,300	£30,887
		Average	£25,211	-		-		-	£25,581	£5,424	£31,005
		LQ	£22,428	-		-		-	£22,428	£4,646	£27,074
8	182	UQ	£30,447	-	108	-	-	-	£31,245	£7,771	£38,603
		Median	£28,000	-		-		-	£28,910	£7,343	£36,127
		Average	£28,000	-		-		-	£28,911	£7,192	£36,103
		LQ	£25,743	-		-		-	£26,132	£7,010	£31,999
9	252	UQ	£33,543	-	101	-	1	-	£34,000	£8,416	£42,067
		Median	£29,250	-		-		-	£29,926	£7,096	£36,826
		Average	£30,594	-		-		-	£31,208	£7,258	£38,466
		LQ	£27,126	-		-		-	£27,514	£6,060	£33,440
10	222	UQ	£38,853	-	119	-	11	£325	£39,590	£9,676	£49,718
		Median	£35,263	-		-		£200	£36,438	£8,820	£45,179
		Average	£35,762	-		-		£225	£36,960	£8,413	£45,373
		LQ	£32,000	-		-		£150	£33,670	£6,970	£41,659
11	220	UQ	£42,972	-	108	-	1	-	£43,844	£10,827	£53,940
		Median	£38,589	-		-		-	£40,289	£9,220	£49,617
		Average	£39,239	-		-		-	£40,586	£9,252	£49,837
		LQ	£34,541	-		-		-	£35,895	£7,611	£43,952
12	189	UQ	£47,416	-	122	-	-	-	£48,657	£12,036	£60,271
		Median	£42,500	-		-		-	£44,625	£10,723	£54,963
		Average	£42,693	-		-		-	£44,684	£10,503	£55,187
		LQ	£37,750	-		-		-	£40,204	£9,284	£49,801
13	246	UQ	£54,207	-	115	-	10	-	£55,000	£13,169	£68,396
		Median	£50,101	-		-		-	£52,233	£11,837	£64,493
		Average	£49,694	-		-		-	£51,727	£11,572	£63,299
		LQ	£45,557	-		-		-	£47,699	£9,904	£58,812
14	190	UQ	£63,630	-	126	-	4	-	£67,579	£16,895	£83,693
		Median	£57,995	-		-		-	£61,132	£14,926	£76,208
		Average	£59,531	-		-		-	£62,929	£15,154	£78,083
		LQ	£51,517	-		-		-	£55,546	£12,672	£68,832
15	145	UQ	£74,313	-	103	-	12	-	£81,232	£20,403	£100,424
		Median	£67,000	-		-		-	£71,910	£18,214	£91,589
		Average	£69,542	-		-		-	£75,041	£18,342	£93,382
		LQ	£61,132	-		-		-	£64,712	£15,664	£80,149
16	110	UQ	£92,375	-	77	£10,200	11	-	£103,988	£25,208	£127,590
		Median	£85,000	-		£9,000		-	£90,000	£21,086	£112,832
		Average	£86,360	-		£7,228		-	£94,608	£21,588	£116,197
		LQ	£76,247	-		£4,273		-	£80,904	£16,549	£98,274

# All Jobs - Gender specific

## Comparison of Female to Male Employees' Remuneration by Level at Median Market Position

We have also made some comparisons of remuneration between gender in the following graph:



The graph above, is a comparison of female to male remuneration at market median position based on All Jobs. Of the XXXX jobs in this Survey, XXXX were reported as female while XXXX were reported as male with the remaining roles not specifying gender (XXXX). It should be noted that within the data we received, there were no other genders identified.

The graph shows that males are paid more in regard to Base Pay, Total Cash and Total Value (i.e. including benefits) at Polymetrix levels XX and XX, with the largest gap being at level XX where males are paid over XX% more than females at Total Value.

Females are paid more than males at Polymetrix levels XX and XX in regard to Base Pay, Total Cash and Total Value (i.e. including benefits) with the largest gap being at level X, where females are paid over XX% more than males.

The results show that parity is evident at Polymetrix levels XX and XX and overall on an un-weighted basis females are paid around the same as males at all levels of comparison with a difference of less than XX%.



## All Jobs - Male

Job Level	Pay									Benefits	Total Package	
(Comp-anies)	(Emp-loyees)		Base Pay	Allow-ances	Perf Rel	No.	Profit Rel	No.	Other Cash	Total Cash	Benefits Value	Total Value
5	26	UQ	£25,601	-	£1,267	26	-	-	-	£26,757	£4,782	£30,940
		Median	£22,501	-	£1,098		-		-	£23,465	£3,740	£28,257
		Average	£23,381	-	£1,060		-		-	£24,365	£4,345	£28,710
		LQ	£21,395	-	£1,017		-		-	£22,465	£3,242	£25,692
6	49	UQ	£25,895	-	£2,154	28	-	-	-	£26,791	£6,352	£33,491
		Median	£24,108	-	£1,468		-		-	£24,887	£5,734	£30,279
		Average	£24,970	-	£1,630		-		-	£25,910	£5,450	£31,360
		LQ	£22,000	-	£1,000		-		-	£23,000	£4,387	£28,691
7	222	UQ	£27,442	-	£1,275	105	-	-	-	£27,526	£6,584	£34,270
		Median	£24,000	-	£840		-		-	£24,300	£5,347	£30,267
		Average	£25,188	-	£1,176		-		-	£25,757	£5,573	£31,329
		LQ	£22,000	-	£500		-		-	£22,001	£4,264	£26,684
8	532	UQ	£30,447	-	£1,891	323	-	6	£200	£31,866	£7,792	£39,086
		Median	£27,500	-	£1,120		-		£200	£28,356	£6,975	£34,700
		Average	£28,087	-	£1,498		-		£203	£29,195	£6,724	£35,919
		LQ	£24,000	-	£710		-		£200	£24,660	£5,060	£30,737
9	709	UQ	£33,670	-	£2,000	353	-	22	-	£34,370	£8,434	£42,283
		Median	£29,786	-	£1,479		-		-	£30,216	£7,084	£37,470
		Average	£30,704	£2,859	£1,704		-		-	£31,592	£7,211	£38,803
		LQ	£27,000	-	£1,000		-		-	£27,450	£5,866	£33,521
10	720	UQ	£39,615	-	£2,750	431	-	29	£200	£41,039	£9,867	£51,289
		Median	£35,000	-	£1,722		-		£200	£36,275	£8,705	£44,774
		Average	£35,845	-	£2,232		-		£213	£37,250	£8,640	£45,890
		LQ	£30,646	-	£1,136		-		£200	£31,987	£7,004	£39,462
11	741	UQ	£43,000	-	£3,000	417	-	19	-	£44,775	£10,968	£54,716
		Median	£38,835	-	£2,000		-		-	£40,100	£9,160	£49,741
		Average	£39,511	-	£2,366		-		-	£40,901	£9,429	£50,331
		LQ	£35,000	-	£1,364		-		-	£36,000	£7,423	£43,955
12	900	UQ	£50,000	-	£3,583	585	-	8	-	£52,050	£12,188	£63,610
		Median	£44,000	-	£2,325		-		-	£45,325	£10,522	£56,660
		Average	£44,505	£1,494	£2,911		-		-	£46,408	£10,526	£56,933
		LQ	£38,000	-	£1,500		-		-	£40,000	£8,692	£48,963
13	959	UQ	£55,913	£5,477	£5,207	537	-	58	-	£58,570	£13,971	£71,191
		Median	£51,441	£5,374	£3,500		-		-	£53,636	£12,117	£65,944
		Average	£51,833	£4,325	£4,217		-		-	£54,257	£12,251	£66,508
		LQ	£46,247	£3,062	£2,000		-		-	£48,373	£10,161	£59,829
14	932	UQ	£67,616	£14,677	£7,264	658	£6,000	21	-	£72,216	£16,815	£88,179
		Median	£60,689	£8,721	£4,472		£4,000		-	£64,038	£14,540	£79,233
		Average	£61,606	£10,420	£5,975		£3,777		-	£65,983	£14,965	£80,948
		LQ	£53,538	£6,209	£2,641		£400		-	£57,288	£12,443	£70,985
15	801	UQ	£80,574	-	£10,379	587	£2,559	63	-	£87,500	£20,875	£106,753
		Median	£71,949	-	£5,850		£400		-	£77,000	£17,821	£95,652
		Average	£73,511	-	£8,709		£3,269		-	£80,169	£18,046	£98,214
		LQ	£64,260	-	£3,400		£400		-	£68,120	£14,805	£84,311
16	577	UQ	£100,000	-	£15,000	431	£12,956	58	-	£111,500	£26,459	£136,578
		Median	£88,208	-	£8,000		£7,220		-	£96,500	£21,629	£118,807
		Average	£91,911	-	£11,418		£8,828		-	£101,379	£22,359	£123,738
		LQ	£80,475	-	£4,975		£581		-	£86,000	£17,758	£106,700

## All Jobs - Female

Job Level	Pay									Benefits	Total Package	
(Comp-anies)	(Emp-loyees)		Base Pay	Allow-ances	Perf Rel	No.	Profit Rel	No.	Other Cash	Total Cash	Benefits Value	Total Value
6	26	UQ	£24,972	-	£1,370	10	-	-	-	£25,150	£6,420	£31,640
		Median	£23,250	-	£1,050		-		-	£23,959	£6,191	£29,976
		Average	£24,259	-	£1,076		-		-	£24,688	£6,111	£30,799
8		LQ	£22,000	-	£785		-		-	£22,500	£5,790	£28,517
7	37	UQ	£27,269	-	£2,052	7	-	-	-	£27,525	£5,753	£33,524
		Median	£23,700	-	£1,800		-		-	£23,806	£4,931	£28,737
		Average	£24,524	-	£1,458		-		-	£24,805	£5,325	£30,130
7		LQ	£22,004	-	£1,000		-		-	£22,004	£4,558	£26,561
8	43	UQ	£30,813	-	£2,200	25	-	-	-	£31,800	£7,782	£39,739
		Median	£29,440	-	£1,500		-		-	£30,447	£7,514	£37,394
		Average	£29,959	-	£1,736		-		-	£30,986	£7,299	£38,284
13		LQ	£28,000	-	£1,300		-		-	£28,801	£6,766	£35,854
9	109	UQ	£31,546	-	£1,600	19	-	-	-	£31,684	£6,940	£38,456
		Median	£29,207	-	£1,000		-		-	£29,251	£6,398	£35,892
		Average	£29,814	-	£1,260		-		-	£30,034	£6,590	£36,624
14		LQ	£27,126	-	£788		-		-	£27,231	£5,942	£33,307
10	52	UQ	£36,460	-	£3,135	33	-	-	-	£37,602	£9,676	£47,295
		Median	£34,775	-	£2,000		-		-	£36,160	£9,091	£45,178
		Average	£34,746	-	£2,180		-		-	£36,130	£9,192	£45,322
10		LQ	£33,000	-	£1,200		-		-	£34,281	£8,594	£43,308
11	73	UQ	£39,528	-	£3,135	30	-	-	-	£40,713	£10,143	£50,795
		Median	£36,775	-	£2,750		-		-	£37,587	£8,445	£45,764
		Average	£37,535	-	£2,912		-		-	£39,066	£8,980	£48,046
13		LQ	£34,000	-	£1,730		-		-	£34,745	£7,848	£42,433
12	25	UQ	£46,400	-	£4,013	15	-	-	-	£48,750	£12,102	£59,518
		Median	£42,972	-	£2,848		-		-	£44,025	£11,099	£55,572
		Average	£42,940	-	£2,981		-		-	£44,771	£11,020	£55,790
9		LQ	£39,750	-	£2,086		-		-	£41,900	£10,379	£51,922
13	47	UQ	£53,186	-	£7,566	20	-	-	-	£55,231	£12,688	£67,457
		Median	£49,801	-	£5,113		-		-	£52,922	£11,713	£64,900
		Average	£49,721	-	£6,045		-		-	£52,294	£11,830	£64,124
11		LQ	£46,357	-	£3,675		-		-	£49,483	£11,166	£62,073
14	24	UQ	£60,538	-	£9,263	17	-	-	-	£63,542	£17,024	£79,743
		Median	£54,125	-	£5,700		-		-	£59,550	£15,687	£73,482
		Average	£55,572	-	£5,906		-		-	£59,755	£15,122	£74,877
12		LQ	£50,788	-	£2,474		-		-	£54,409	£13,330	£69,155
15	13	UQ	£70,070	-	£9,875	10	-	-	-	£81,853	£19,760	£98,699
		Median	£66,105	-	£5,698		-		-	£71,500	£17,881	£90,865
		Average	£67,404	-	£7,680		-		-	£73,311	£18,054	£91,365
9		LQ	£62,855	-	£5,025		-		-	£63,090	£16,399	£79,694
16	11	UQ	£90,716	-	£19,500	11	-	1	-	£106,900	£24,724	£132,714
		Median	£81,800	-	£12,448		-		-	£92,570	£21,225	£113,795
		Average	£83,529	-	£12,561		-		-	£97,127	£21,159	£118,286
9		LQ	£74,604	-	£6,279		-		-	£84,828	£15,396	£102,896

# All Jobs - Full Time & Part Time

## All Jobs - Full Time

Job Level	Pay										Benefits	Total Package
(Comp-anies)	(Emp-loyees)		Base Pay	Allow-ances	Perf Rel	No.	Profit Rel	No.	Other Cash	Total Cash	Benefits Value	Total Value
7	15	UQ	£26,500	-	£1,200	6	-	-	-	£26,700	£7,093	£32,324
		Median	£24,000	-	£1,100		-	-	-	£24,684	£5,624	£31,404
		Average	£24,867	-	£1,376		-	-	-	£25,497	£5,883	£31,380
8		LQ	£23,296	-	£962		-	-	-	£23,850	£4,970	£29,064
8	36	UQ	£28,173	-	£1,313	20	-	-	-	£29,000	£6,936	£35,786
		Median	£27,625	-	£1,000		-	-	-	£27,975	£6,494	£34,168
		Average	£27,386	-	£1,229		-	-	-	£28,119	£6,389	£34,508
9		LQ	£26,000	-	£1,000		-	-	-	£26,613	£5,808	£32,341
9	52	UQ	£30,000	-	£1,752	22	-	-	-	£30,200	£7,141	£36,606
		Median	£27,140	-	£1,206		-	-	-	£28,790	£6,178	£34,733
		Average	£27,751	-	£1,363		-	-	-	£28,366	£6,631	£34,997
12		LQ	£24,188	-	£1,000		-	-	-	£25,000	£5,895	£30,725
10	70	UQ	£41,375	-	£2,950	34	-	-	-	£42,188	£9,757	£53,112
		Median	£36,510	-	£2,000		-	-	-	£37,000	£8,447	£45,183
		Average	£37,209	-	£2,741		-	-	-	£38,563	£8,677	£47,240
19		LQ	£32,080	-	£1,400		-	-	-	£33,625	£7,080	£40,321
11	61	UQ	£43,750	-	£3,000	36	-	-	-	£45,000	£10,460	£53,979
		Median	£38,000	-	£1,711		-	-	-	£39,000	£9,297	£49,718
		Average	£39,130	-	£2,531		-	-	-	£40,630	£9,405	£50,035
15		LQ	£34,000	-	£1,238		-	-	-	£35,750	£7,096	£43,917
12	100	UQ	£52,000	-	£3,575	54	-	-	-	£53,700	£13,310	£65,032
		Median	£46,585	-	£2,050		-	-	-	£47,529	£11,165	£59,216
		Average	£47,023	-	£3,482		-	-	-	£48,916	£11,566	£60,481
22		LQ	£40,955	-	£1,500		-	-	-	£42,412	£9,610	£54,117
13	109	UQ	£55,400	-	£4,813	68	-	-	-	£59,000	£14,373	£72,341
		Median	£52,500	-	£3,500		-	-	-	£54,646	£11,860	£67,121
		Average	£53,523	-	£4,627		-	-	-	£56,425	£12,613	£69,037
21		LQ	£50,000	-	£2,000		-	-	-	£51,350	£10,478	£62,600
14	142	UQ	£68,500	-	£8,582	112	-	2	-	£72,231	£16,526	£88,413
		Median	£62,312	-	£5,127		-	-	-	£65,695	£14,531	£81,269
		Average	£63,917	-	£7,433		-	-	-	£69,930	£15,334	£85,264
24		LQ	£58,000	-	£2,762		-	-	-	£61,033	£13,422	£75,532
15	78	UQ	£83,720	-	£23,088	66	-	7	-	£99,300	£21,732	£123,457
		Median	£77,125	-	£7,750		-	-	-	£82,250	£16,753	£100,846
		Average	£78,865	-	£15,547		-	-	-	£93,229	£18,599	£111,828
24		LQ	£68,875	-	£4,294		-	-	-	£75,788	£15,260	£93,062
16	55	UQ	£95,000	-	£14,250	48	-	7	-	£110,750	£25,956	£136,892
		Median	£85,496	-	£8,251		-	-	-	£94,595	£20,239	£117,194
		Average	£88,736	-	£11,941		-	-	-	£99,638	£22,104	£121,741
17		LQ	£77,500	-	£4,000		-	-	-	£87,875	£17,906	£105,682

## All Jobs - Part Time

Job Level (Companies) 7	(Employees) 10	Pay							Benefits		Total Package Total Value
		Base Pay	Allowances	Perf Rel	No.	Profit Rel	No.	Other Cash	Total Cash	Benefits Value	
6	10	UQ	£23,099	-	£938	-	-	-	£23,974	£6,061	£28,980
		Median	£22,750	-	£570	-	-	-	£23,031	£4,311	£28,127
		Average	£25,612	-	£631	-	-	-	£26,041	£5,454	£31,495
		LQ	£22,082	-	£322	-	-	-	£22,740	£3,981	£26,395
8	13	UQ	£33,500	-	£1,458	-	-	-	£34,554	£7,789	£43,341
		Median	£29,000	-	£1,000	-	-	-	£29,000	£6,677	£37,490
		Average	£29,780	-	£1,574	-	-	-	£30,642	£6,971	£37,613
		LQ	£25,000	-	£800	-	-	-	£25,450	£6,328	£31,828
9	21	UQ	£36,000	-	£1,500	-	-	-	£37,000	£8,434	£43,727
		Median	£31,450	-	£1,000	-	-	-	£31,500	£8,028	£39,964
		Average	£32,156	-	£1,205	-	-	-	£33,141	£7,785	£40,926
		LQ	£27,378	-	£759	-	-	-	£28,328	£6,727	£35,598
10	47	UQ	£41,674	-	£2,702	-	-	-	£42,527	£9,666	£51,490
		Median	£35,250	-	£1,600	-	1	-	£35,885	£8,072	£44,170
		Average	£36,992	-	£1,763	-	-	-	£37,834	£8,272	£46,106
		LQ	£31,305	-	£1,062	-	-	-	£32,215	£6,596	£38,711
11	61	UQ	£40,305	-	£2,300	-	-	-	£41,841	£11,970	£52,403
		Median	£37,824	-	£1,750	-	6	-	£38,607	£9,498	£47,511
		Average	£38,047	-	£2,133	-	-	-	£39,240	£9,846	£49,087
		LQ	£33,000	-	£1,300	-	-	-	£33,890	£8,034	£42,975
12	131	UQ	£49,801	-	£3,135	-	-	-	£50,938	£12,150	£62,558
		Median	£42,592	-	£2,000	-	2	-	£44,427	£10,679	£55,989
		Average	£44,488	-	£2,571	-	-	-	£46,165	£10,923	£57,088
		LQ	£37,000	-	£1,200	-	-	-	£38,875	£9,366	£48,903
13	97	UQ	£54,916	-	£5,000	-	-	-	£57,844	£15,312	£70,515
		Median	£50,786	-	£3,000	-	13	-	£51,668	£12,481	£64,264
		Average	£51,848	-	£3,467	-	-	-	£53,653	£13,450	£67,103
		LQ	£46,337	-	£1,500	-	-	-	£48,837	£10,890	£60,163
14	73	UQ	£68,500	-	£6,728	-	-	-	£72,800	£17,036	£89,536
		Median	£60,000	-	£3,505	-	1	-	£62,283	£14,591	£77,441
		Average	£61,367	-	£4,828	-	-	-	£64,691	£15,235	£79,926
		LQ	£53,000	-	£2,325	-	-	-	£57,000	£12,270	£70,271
15	119	UQ	£80,250	-	£8,607	£1,075	-	-	£84,289	£22,013	£105,321
		Median	£73,255	-	£4,900	£400	-	-	£76,000	£18,281	£95,582
		Average	£73,345	-	£6,455	£2,200	11	-	£77,892	£18,947	£96,840
		LQ	£65,802	-	£3,337	£400	-	-	£68,750	£15,547	£83,531
16	69	UQ	£96,000	-	£13,240	£10,000	-	-	£107,791	£26,380	£133,133
		Median	£86,000	-	£7,200	£8,000	-	-	£96,463	£22,322	£116,998
		Average	£90,573	-	£9,480	£7,620	-	-	£98,085	£22,716	£120,802
		LQ	£82,000	-	£4,500	£5,220	-	-	£85,000	£17,849	£104,961

# Accounting Group 2020

This 'Group' table incorporates the following 4 Job Families:

ACC/AUD/AUI/TAX

Job Level	Pay									Benefits		
(Comp-anies)	(Emp-loyees)		Base Pay	Allow-ances	Perf Rel		Profit Rel		Other Cash	Total Cash	Benefits Value	Total Value
7	8	UQ	£27,500	-	-	3	-	-	-	£27,700	£6,966	£34,666
		Median	£25,000	-	-		-		£25,000	£6,502	£31,502	
		Average	£26,173	-	£779		-		£26,471	£6,220	£32,691	
6		LQ	£22,387	-	-		-		£22,575	£5,438	£27,069	
8	15	UQ	£32,250	-	£2,011	12	-	-	-	£34,571	£8,741	£42,291
		Median	£27,242	-	£1,041		-		£28,242	£6,958	£36,645	
		Average	£30,291	-	£1,856		-		£31,775	£7,769	£39,544	
9		LQ	£23,800	-	£1,000		-		£23,925	£6,125	£29,249	
9	30	UQ	£39,303	-	£2,000	22	-	-	-	£40,885	£8,849	£48,921
		Median	£30,664	-	£1,504		-		£32,813	£7,277	£40,663	
		Average	£33,067	-	£1,716		-		£34,363	£7,877	£42,239	
13		LQ	£27,038	-	£1,250		-		£28,587	£6,184	£35,336	
10	46	UQ	£41,738	-	£4,557	32	-	-	-	£44,587	£10,228	£54,415
		Median	£35,295	-	£2,606		-		£37,050	£9,047	£45,889	
		Average	£36,985	-	£3,330		-		£39,304	£8,980	£48,284	
18		LQ	£32,100	-	£1,575		-		£32,844	£8,276	£41,516	
11	55	UQ	£40,020	-	£3,583	37	-	4	-	£41,529	£12,220	£53,476
		Median	£37,000	-	£2,000		-		£39,106	£10,596	£49,718	
		Average	£37,534	-	£3,076		-		£39,618	£10,571	£50,188	
18		LQ	£32,073	-	£1,400		-		£34,151	£9,035	£43,953	
12	108	UQ	£49,868	-	£4,084	77	-	1	-	£51,343	£11,743	£62,627
		Median	£41,120	-	£2,490		-		£44,406	£10,330	£55,000	
		Average	£43,773	-	£3,054		-		£45,975	£10,409	£56,384	
22		LQ	£36,650	-	£1,500		-		£38,990	£8,668	£48,824	
13	112	UQ	£57,493	-	£5,893	68	-	11	-	£61,808	£18,594	£78,039
		Median	£49,750	-	£4,000		-		£51,347	£14,179	£68,250	
		Average	£51,416	-	£4,762		-		£54,382	£14,788	£69,170	
29		LQ	£45,873	-	£2,788		-		£47,770	£11,627	£61,570	
14	101	UQ	£71,960	-	£6,286	88	£200	13	-	£80,000	£18,368	£95,925
		Median	£60,634	-	£4,000		£200		-	£66,500	£15,460	£82,166
		Average	£63,593	-	£4,950		£1,508		-	£68,140	£15,539	£83,679
25		LQ	£55,000	-	£2,692		£200		-	£57,720	£13,652	£70,960
15	87	UQ	£80,000	-	£10,688	62	-	4	-	£89,700	£23,613	£111,947
		Median	£72,997	-	£6,900		-		£78,194	£19,728	£97,480	
		Average	£73,841	-	£8,542		£9,175		-	£80,410	£20,126	£100,536
30		LQ	£65,000	-	£5,083		-		£69,575	£17,171	£87,628	
16	65	UQ	£95,000	-	£14,353	51	-	4	-	£105,909	£25,696	£131,421
		Median	£89,335	-	£10,200		-		£95,588	£22,553	£119,489	
		Average	£88,841	-	£11,059		£9,238		-	£98,090	£23,370	£121,461
24		LQ	£81,250	-	£5,500		-		£87,000	£18,915	£107,012	



# Accounting Group 2021

This 'Group' table incorporates the following 4 Job Families:

ACC/AUD/AUI/TAX

Job Level (Comp- anies)	(Emp- loyees)	Pay							Benefits		Total Package
		Base Pay	Allow- ances	Perf Rel	No.	Profit Rel	No.	Other Cash	Total Cash	Benefits Value	Total Value
7	82	UQ	£25,000	-	£895	-	-	-	£25,250	£6,580	£31,880
		Median	£22,500	-	£612	-	-	-	£22,945	£5,204	£28,375
		Average	£23,485	-	£713	-	-	-	£23,851	£5,398	£29,249
		LQ	£21,000	-	£500	-	-	-	£21,000	£4,149	£25,626
8	100	UQ	£28,035	-	£1,091	-	-	-	£29,013	£7,739	£36,138
		Median	£25,000	-	£998	-	-	-	£25,500	£5,976	£31,116
		Average	£27,321	-	£1,000	-	-	-	£27,861	£6,390	£34,251
		LQ	£23,000	-	£641	-	-	-	£23,500	£4,670	£28,589
9	165	UQ	£33,000	-	£2,039	-	-	-	£34,100	£7,939	£42,243
		Median	£30,000	-	£1,500	-	-	-	£31,000	£6,936	£38,054
		Average	£30,738	-	£1,629	-	-	-	£31,789	£6,901	£38,690
		LQ	£27,163	-	£1,000	-	-	-	£28,000	£5,442	£33,617
10	133	UQ	£41,164	-	£2,000	-	-	-	£42,500	£10,805	£53,502
		Median	£37,800	-	£1,500	-	-	-	£39,000	£8,953	£47,196
		Average	£38,487	-	£1,664	-	-	-	£39,428	£9,087	£48,515
		LQ	£33,000	-	£1,000	-	-	-	£34,175	£6,744	£42,331
11	164	UQ	£44,986	-	£2,579	-	-	-	£46,007	£11,275	£56,462
		Median	£42,000	-	£2,000	-	-	-	£42,980	£9,579	£52,767
		Average	£41,569	-	£2,067	-	-	-	£43,085	£9,628	£52,713
		LQ	£38,000	-	£1,500	-	-	-	£39,878	£7,465	£49,034
12	86	UQ	£50,750	-	£3,500	-	-	-	£53,000	£13,881	£66,345
		Median	£45,839	-	£2,673	-	-	-	£48,002	£11,673	£59,409
		Average	£47,201	-	£2,727	-	-	-	£49,222	£12,261	£61,483
		LQ	£42,742	-	£1,500	-	-	-	£44,021	£9,758	£54,647
13	75	UQ	£57,346	-	£4,000	-	-	-	£60,371	£15,926	£76,401
		Median	£53,016	-	£3,150	-	-	-	£56,295	£13,282	£70,799
		Average	£54,004	-	£3,267	-	-	-	£56,908	£14,045	£70,953
		LQ	£49,456	-	£2,000	-	-	-	£51,538	£11,679	£63,752
14	65	UQ	£69,805	-	£6,500	-	-	-	£73,881	£18,294	£92,372
		Median	£65,000	-	£5,000	-	-	-	£68,541	£16,196	£84,316
		Average	£64,003	-	£5,506	-	-	-	£67,944	£16,437	£84,381
		LQ	£58,700	-	£2,992	-	-	-	£61,381	£14,109	£76,501
15	42	UQ	£80,000	-	£10,188	-	-	-	£87,955	£22,311	£110,257
		Median	£74,433	-	£5,000	-	-	-	£78,549	£20,116	£97,582
		Average	£76,034	-	£6,990	-	-	-	£80,707	£20,030	£100,736
		LQ	£67,543	-	£2,806	-	-	-	£72,869	£16,195	£89,378
16	25	UQ	£85,000	-	£9,950	-	-	-	£98,000	£24,429	£122,667
		Median	£85,000	-	£7,425	-	-	-	£93,080	£20,390	£113,040
		Average	£85,120	-	£8,316	-	-	-	£92,540	£22,048	£114,588
		LQ	£78,100	-	£4,125	-	-	-	£82,400	£18,889	£101,139

## Financial & Management Accounting

(Code: ACC)

Level	Definition
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- |    |   |
|----|---|
| 7  | Processes payments, invoices and vouchers, coding data as required to meet the needs of the accounting systems, and resolves routine queries associated with the data.  |
| 8  | Undertakes routine accounting duties such as reconciliations, investigating variances, producing routine reports and schedules and dealing with customers and suppliers. Must be a competent accounts administrator with a sound knowledge of bookkeeping and accounting techniques as well as processing invoices and making payments. Typically working towards qualifications. |
| 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. Typically working towards 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. May lead a team of administrators 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 staff. Will often be studying for professional qualifications or be a qualified accounting technician. May be called an accounting officer and will work independently.  |
| 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

(Code: ACC)

Job Level (Companies)	(Employees)	Pay							Benefits		Total Package
		Base Pay	Allowances	Perf Rel	No.	Profit Rel	No.	Other Cash	Total Cash	Benefits Value	Total Value
7		UQ	£26,375	-	-	-	-	-	£26,575	£7,309	£32,324
		Median	£23,868	-	-	-	-	-	£24,525	£5,624	£31,575
		Average	£25,058	-	£1,014	-	-	-	£25,523	£6,159	£31,682
7	10	LQ	£23,214	-	-	-	-	-	£24,033	£5,380	£29,378
8		UQ	£28,000	-	£1,194	-	-	-	£29,000	£6,936	£35,786
		Median	£27,000	-	£1,000	-	-	-	£27,725	£6,584	£34,116
		Average	£26,846	-	£1,186	-	-	-	£27,630	£6,347	£33,977
9	28	LQ	£26,000	-	£1,000	-	-	-	£26,000	£5,789	£31,972
9		UQ	£30,000	-	£1,075	-	-	-	£30,200	£7,123	£37,061
		Median	£28,577	-	£1,000	-	-	-	£29,154	£6,352	£35,297
		Average	£27,879	-	£942	-	-	-	£28,239	£6,417	£34,656
8	30	LQ	£24,296	-	£763	-	-	-	£24,574	£5,834	£30,537
10		UQ	£38,000	-	£2,213	-	-	-	£39,285	£9,105	£47,764
		Median	£35,000	-	£1,961	-	-	-	£35,250	£8,341	£44,495
		Average	£35,222	-	£2,084	-	-	-	£36,087	£8,392	£44,479
14	39	LQ	£31,750	-	£1,400	-	-	-	£32,500	£6,780	£39,694
11		UQ	£42,941	-	£2,813	-	-	-	£44,482	£10,430	£52,678
		Median	£38,861	-	£1,611	-	-	-	£39,310	£9,262	£50,114
		Average	£39,435	-	£2,296	-	-	-	£40,594	£9,435	£50,028
12	36	LQ	£35,144	-	£1,000	-	-	-	£37,073	£7,409	£44,495
12		UQ	£50,000	-	£3,182	-	-	-	£52,050	£13,069	£63,700
		Median	£46,000	-	£2,000	-	-	-	£47,000	£11,105	£58,973
		Average	£46,205	-	£2,640	-	-	-	£47,559	£11,262	£58,821
16	51	LQ	£40,710	-	£1,500	-	-	-	£41,637	£9,434	£52,826
13		UQ	£57,852	-	£3,500	-	-	-	£59,422	£15,751	£75,144
		Median	£54,603	-	£2,242	-	-	-	£55,000	£11,955	£69,681
		Average	£55,629	-	£2,952	-	-	-	£57,020	£13,073	£70,094
11	30	LQ	£50,000	-	£1,500	-	-	-	£51,808	£10,541	£63,139
14		UQ	£68,250	-	£6,700	-	-	-	£70,157	£16,227	£85,880
		Median	£62,500	-	£4,750	-	-	-	£65,000	£14,690	£80,581
		Average	£62,173	-	£4,923	-	-	-	£65,855	£15,206	£81,060
17	59	LQ	£54,800	-	£2,091	-	-	-	£58,500	£13,345	£71,522
15		UQ	£77,750	-	£8,125	-	-	-	£84,600	£18,460	£100,737
		Median	£73,008	-	£5,000	-	1	-	£77,713	£16,916	£94,601
		Average	£73,462	-	£6,087	-	-	-	£78,188	£17,344	£95,532
15	30	LQ	£66,000	-	£3,950	-	-	-	£71,199	£14,929	£86,316
16		UQ	£103,750	-	£9,375	-	-	-	£111,125	£26,856	£137,969
		Median	£89,133	-	£6,730	-	6	-	£96,411	£23,733	£120,728
		Average	£93,347	-	£9,933	-	-	-	£102,029	£23,505	£125,534
13	30	LQ	£81,250	-	£3,472	-	-	-	£90,125	£17,279	£107,131

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*Jobs that involve the verification of organisations' financial and information systems, to ensure the accurate and adequate practice of internal controls, management procedures and overall company operations*

## Audit

(Code: AUD)

Level	Definition
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- |    |   |
|----|---|
| 8  | Makes initial checks required in routine audits and special investigations such as stock counting and verification of vouchers. Must be a competent accounts administrator with a sound knowledge of bookkeeping and accounting techniques. Entry point for CAT trainees.             |
| 9  | Carries out specific parts of an audit according to the instructions of a senior auditor to meet the requirements of the audit programme. Needs a comprehensive understanding of bookkeeping and control procedures. Entry point for professional accountancy qualification.          |
| 10 | Co-ordinates daily activities of a small team of audit support staff, who will conduct the routine parts of an audit. Helps to train new staff and will be studying for accountancy qualifications or will be newly qualified CAT.  |
| 11 | Co-ordinates the activities of medium-sized team, trains and supports new staff and will be nearly or newly qualified CAT.  |
| 12 | Will undertake minor audits or special investigations into irregularities. May be studying for full qualification or is a qualified accounting technician with some experience.   |
| 13 | Will undertake special investigations and assist in full audits or accounting transactions. Will likely be nearly qualified accountant level.   |
| 14 | Undertakes full audits of both accounting transactions and efficiency to ensure value for money as well as financial propriety. Will be at qualified accountant level.  |
| 15 | Manages an audit unit including all aspects of financial and efficiency audits and ensures that the requirements of the external auditors are met. Is normally a qualified accountant with full competence across a substantial range of the key role requirements.                   |
| 16 | Leads and directs the company's audit department including all aspects of financial and efficiency audits and ensures that the requirements of the external auditors are met. Is at qualified accountant level demonstrating full competence across the role requirements as a whole. |

## Audit

(Code: AUD)

Job Level (Companies) 8	(Employees) 5	Pay							Benefits		Total Package Total Value
		Base Pay	Allowances	Perf Rel	No.	Profit Rel	No.	Other Cash	Total Cash	Benefits Value	
3	5	UQ	-	-	-	-	-	-	-	-	-
		Median	-	-	-	-	-	-	-	-	-
		Average	£26,740	-	-	-	-	-	£27,170	£6,768	£33,938
		LQ	-	-	-	-	-	-	-	-	-
4	5	UQ	-	-	-	-	-	-	-	-	-
		Median	-	-	-	-	-	-	-	-	-
		Average	£28,410	-	-	-	-	-	£28,841	£6,560	£35,401
		LQ	-	-	-	-	-	-	-	-	-
8	14	UQ	£38,516	-	£2,875	-	-	-	£39,551	£9,606	£47,760
		Median	£32,859	-	£2,558	-	-	-	£34,498	£8,599	£43,735
		Average	£34,255	-	£2,118	-	-	-	£35,329	£8,642	£43,971
		LQ	£31,275	-	£1,443	-	-	-	£33,163	£8,113	£41,835
9	16	UQ	£43,834	-	£2,300	-	-	-	£45,469	£10,656	£55,677
		Median	£36,000	-	£1,550	-	-	-	£37,831	£9,836	£47,433
		Average	£36,707	-	£2,242	-	-	-	£38,528	£9,506	£48,035
		LQ	£30,750	-	£1,364	-	-	-	£31,375	£8,763	£42,431
7	31	UQ	£40,250	-	£5,641	-	-	-	£43,117	£11,584	£54,043
		Median	£38,000	-	£1,390	-	-	-	£39,000	£10,658	£48,798
		Average	£38,689	-	£3,194	-	-	-	£39,925	£9,870	£49,795
		LQ	£35,710	-	£990	-	-	-	£35,926	£7,166	£44,750
7	11	UQ	£55,774	-	£3,750	-	-	-	£58,024	£15,931	£72,564
		Median	£48,960	-	£2,800	-	-	-	£50,460	£11,328	£58,789
		Average	£49,006	-	£2,776	-	-	-	£51,782	£13,257	£65,039
		LQ	£40,313	-	£1,512	-	-	-	£43,963	£10,182	£55,027
8	10	UQ	£57,500	-	£6,849	-	-	-	£63,500	£13,957	£77,211
		Median	£53,250	-	£2,619	-	-	-	£58,227	£13,421	£71,134
		Average	£52,963	-	£4,418	-	-	-	£57,401	£13,147	£70,548
		LQ	£46,324	-	£1,813	-	-	-	£49,760	£12,619	£63,340
7	7	UQ	£71,500	-	£7,513	-	-	-	£75,455	£21,444	£95,890
		Median	£57,760	-	£4,410	-	-	-	£65,620	£14,506	£83,239
		Average	£66,769	-	£5,419	-	-	-	£72,188	£17,014	£89,202
		LQ	£56,060	-	£3,750	-	-	-	£60,968	£12,692	£72,465
4	6	UQ	£92,500	-	£11,398	-	-	-	£96,998	£23,791	£117,250
		Median	£74,700	-	£6,746	-	-	-	£83,496	£22,457	£103,048
		Average	£76,875	-	£8,045	-	-	-	£84,920	£20,577	£105,496
		LQ	£64,700	-	£3,375	-	-	-	£72,925	£17,347	£96,716

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*Jobs that involve independent, objective assurance and consulting activity designed to add value and improve an organisation's operations. They help an organisation accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes*

## **Audit (internal)**

**(Code: AUI)**

<b>Level</b>	<b>Definition</b>
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- |    |   |
|----|---|
| 10 | Co-ordinates the daily activities and will conduct the routine parts of an audit. Helps to train new staff and may be studying for accountancy qualifications.  |
| 11 | Co-ordinates the activities of a larger team of audit support staff. Typically working towards accounting qualifications.   |
| 12 | Will undertake assurance audits under supervision as per the annual audit plan. May be studying for full qualification in accordance with the Institute of Internal Auditors  |
| 13 | Will undertake full audits with guidance. Working towards a professional qualification.   |
| 14 | Undertakes full assurance audits across the business of all auditable topics and improves risk management and control frameworks as a direct result. May provide guidance to less experienced team members. Will be at qualified accountant level.  |
| 15 | Manages an audit unit including all aspects of assurance audits and supporting mechanisms. Is normally qualified via the Institute of Internal Auditors   |
| 16 | Leads and directs the company's audit department including all aspects of assurance and consultative audits and ensures that the requirements of the Board are met. Is a qualified internal auditor via the Institute of Internal Auditors, demonstrating full competence across the role requirements as a whole and maintain CPD requirements as necessary. |

## Audit (internal)

(Code: AUI)

Job Level		Pay								Benefits		Total Package	
(Comp-anies)	(Emp-loyees)		Base Pay	Allow-ances	Perf Rel	No.	Profit Rel	No.	Other Cash	Total Cash	Benefits Value	Total Value	
10 & 11	3	7	UQ	£50,867	-	£7,000	7	-	-	-	£58,867	£12,942	£71,835
			Median	£49,647	-	£6,000		-		£55,647	£12,168	£67,815	
			Average	£45,647	-	£6,107		-		£51,754	£11,894	£63,649	
			LQ	£40,875	-	£5,000		-		£46,875	£11,729	£58,604	
12	3	11	UQ	£42,125	-	£4,172	11	-	-	-	£44,474	£11,716	£56,190
			Median	£38,903	-	£3,240		-		£42,800	£10,999	£53,811	
			Average	£37,719	-	£3,099		-		£40,819	£11,017	£51,835	
			LQ	£32,676	-	£1,768		-		£35,293	£9,613	£44,917	
13	7	19	UQ	£62,616	-	£9,696	17	-	-	-	£68,931	£15,561	£81,882
			Median	£52,774	-	£6,000		-		£58,558	£13,234	£70,361	
			Average	£52,461	-	£7,933		-		£59,559	£13,127	£72,686	
			LQ	£45,225	-	£3,075		-		£50,150	£11,558	£63,458	
14	7	33	UQ	£75,000	-	£16,500	25	-	2	-	£86,000	£19,035	£104,896
			Median	£65,000	-	£10,250		-		£75,696	£16,777	£90,055	
			Average	£68,763	-	£12,152		-		£78,544	£17,504	£96,049	
			LQ	£62,550	-	£8,443		-		£69,340	£16,088	£86,312	
15	8	27	UQ	£99,327	-	£48,086	26	-	5	-	£146,435	£24,148	£167,400
			Median	£90,000	-	£25,375		-		£118,562	£21,732	£131,998	
			Average	£89,133	-	£30,267		-		£121,613	£20,799	£142,412	
			LQ	£81,100	-	£10,500		-		£95,085	£15,492	£117,226	
16	3	5	UQ	-	-	-	4	-	-	-	-	-	-
			Median	-	-	-		-		-	-	-	-
			Average	£94,940	-	-		-		£119,966	£24,176	£144,141	
			LQ	-	-	-		-		-	-	-	



*Jobs that are either advisory and/or prepare tax returns for businesses, organisations and individuals*

## **Taxation**

**(Code: TAX)**

<b>Level</b>	<b>Definition</b>
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- |    |   |
|----|---|
| 9  | Provides administrative support to the taxation department. Will have general competence across a range of operational processes. Would work under supervision.   |
| 10 | Will have expert competence across a specific set of operational processes. Able to work with very little supervision, but work is reviewed.  |
| 11 | Entry-level post for a graduate who will be required to complete tax returns and assist in more difficult computations. Will be expected to study for tax exams.  |
| 12 | Assist tax specialists and undertakes research into tax cases and relevant legal issues. Will be part way through studying for qualifications.  |
| 13 | Processes routine tax cases where little complexity is involved. Offers technical tax advice to other staff. Normally close to full qualification.  |
| 14 | Performs the full range of tax work, save only for the most complex cases, which may be unprecedented. Will normally be a qualified accountant. May supervise tax staff, but not necessarily if a specialist.   |
| 15 | Heads a tax specialist unit in a large organisation, managing the activities of tax specialists. Ensures that all tax returns are completed in accordance with the requirements of the relevant authorities and jurisdictions. Responsible for development and motivation of staff. |
| 16 | Advises the organisation on aspects of local and overseas taxation. Manages the activities of tax specialists either directly or through unit heads. Ensures that all tax returns are completed in accordance with the requirements of the relevant authorities and jurisdictions.  |



## Taxation

(Code: TAX)

Job Level (Companies) (Employees)		Pay							Benefits		Total Package
		Base Pay	Allowances	Perf Rel	No.	Profit Rel	No.	Other Cash	Total Cash	Benefits Value	Total Value
9		UQ	£28,078	-	-	-	-	-	£28,197	£4,823	£32,696
		Median	£24,206	-	-	-	-	-	£24,802	£4,250	£29,686
		Average	£25,841	-	-	-	-	-	£26,399	£4,527	£30,927
4	6	LQ	£23,812	-	-	-	-	-	£24,135	£3,764	£28,563
10		UQ	£31,450	-	£1,422	-	-	-	£32,619	£5,518	£37,898
		Median	£27,554	-	£1,211	-	-	-	£28,928	£4,468	£33,466
		Average	£28,765	-	£1,392	-	-	-	£30,070	£5,256	£35,326
7	16	LQ	£26,845	-	£1,000	-	-	-	£27,475	£4,011	£32,142
11		UQ	£46,938	-	£3,616	-	-	-	£49,333	£11,133	£59,203
		Median	£40,733	-	£3,135	-	-	-	£42,419	£9,706	£52,519
		Average	£41,156	-	£3,176	-	-	-	£43,321	£9,635	£52,956
13	22	LQ	£37,994	-	£2,786	-	-	-	£37,994	£7,784	£47,396
12		UQ	£46,484	-	£6,369	-	-	-	£48,484	£12,133	£59,430
		Median	£42,849	-	£4,750	-	-	-	£46,906	£11,467	£58,208
		Average	£44,345	-	£4,829	-	-	-	£48,430	£11,720	£60,151
8	13	LQ	£40,953	-	£2,838	-	-	-	£45,703	£11,212	£56,915
13		UQ	£57,066	-	£4,610	-	-	-	£57,159	£13,526	£68,377
		Median	£52,567	-	£3,547	-	-	-	£53,332	£10,402	£64,813
		Average	£52,985	-	£3,893	-	-	-	£54,359	£10,968	£65,326
12	34	LQ	£48,934	-	£2,750	-	-	-	£50,056	£8,052	£59,578
14		UQ	£62,542	-	£4,199	-	-	-	£66,000	£15,632	£81,726
		Median	£58,478	-	£3,616	-	-	-	£61,250	£13,375	£71,862
		Average	£57,650	-	£3,760	-	1	-	£60,491	£13,198	£73,689
13	15	LQ	£53,109	-	£2,188	-	-	-	£55,942	£10,006	£65,865
15		UQ	£77,500	-	£12,601	-	-	-	£84,379	£20,571	£99,113
		Median	£66,477	-	£7,490	-	-	-	£67,189	£18,638	£86,542
		Average	£73,055	-	£8,879	-	-	-	£77,728	£19,179	£96,908
10	19	LQ	£61,582	-	£4,505	-	-	-	£64,617	£16,382	£82,234
16		UQ	£91,276	-	£11,501	-	-	-	£98,360	£25,928	£118,812
		Median	£82,903	-	£6,500	-	-	-	£92,703	£19,633	£114,130
		Average	£84,158	-	£8,631	-	-	-	£91,645	£21,114	£112,760
9	12	LQ	£78,250	-	£5,908	-	-	-	£84,749	£15,683	£107,260

# Definitions & Examples

Common benefits at each Job Level	
1. Pension <i>% of salary</i>	<ul style="list-style-type: none"> <li>Ignore legacy schemes assume all entitled employees are in the new joiner scheme</li> <li>Assume all employees opt for maximum employer-matching if they have the option</li> <li>If the percentage of salary is age-related use the typical age at each job level</li> <li>For defined benefit (final salary) schemes use the employer contribution rate</li> </ul>
2. Death in Service <i>% of salary/£p.a.</i>	<ul style="list-style-type: none"> <li>Leave blank if already included in pension percentage of salary</li> <li>State the insurance provider's premium rate</li> <li>If the percentage of salary is age-related, use the typical age at each job level</li> </ul>
3. Car <i>£ p.a.</i>	<ul style="list-style-type: none"> <li>Ignore legacy schemes, assume all entitled employees are in the new joiner scheme</li> <li>Assume all employees at entitled job levels take the benefit</li> <li>Use annual allowance value if paid as an allowance, or</li> <li>Use car purchase price divided by 5 as an annual cost or use annual lease charge and add average running costs paid by organisation</li> </ul>
4. Parking <i>£ p.a.</i>	<ul style="list-style-type: none"> <li>Assume all employees at entitled job levels take the benefit</li> <li>Use annual allowance value if paid as an allowance, or</li> <li>Use rental charge for parking in building lease or the typical local external cost</li> </ul>
5. Medical Insurance <i>£ p.a.</i>	<ul style="list-style-type: none"> <li>Use insurance provider's premium rate</li> <li>Where cover extends to spouse/partner, assume employee-only cover at levels 5-10, employee plus partner at level 11 and above</li> <li>Where cover extends to children, assume employee-only cover at levels 5-10, employee plus partner at levels 11-13 and employee plus family at level 14 and above</li> <li>If the premium cost is age-related, use the typical age at each job level</li> </ul>
6. Additional Health Cover <i>£ p.a.</i>	<ul style="list-style-type: none"> <li>Use insurance provider's premium rate</li> <li>Where cover extends to spouse/partner, assume employee-only cover at levels 5-10, employee plus partner at level 11 and above</li> <li>Where cover extends to children, assume employee-only cover at levels 5-10, employee plus partner at levels 11-13 and employee plus family at level 14 and above</li> <li>If the premium cost is age-related, use the typical age at each job level</li> <li>This cover will include areas such as GP fees, Dental Cover, etc.</li> </ul>
7. Permanent Health Insurance/Critical Illness <i>% of salary/£p.a.</i>	<ul style="list-style-type: none"> <li>Use insurance provider's premium rate</li> <li>Include Critical Illness Insurance cost under this heading</li> </ul>
8. Employee Assistance Programme <i>£ p.a.</i>	<ul style="list-style-type: none"> <li>Assume all employees at entitled job levels take the benefit</li> <li>Use annual cost per head across all employees who may access it</li> </ul>
9. Annual Leave Days <i>p.a.</i>	<ul style="list-style-type: none"> <li>If service-related, assume 5 years' service</li> </ul>
10. Flexible Benefits <i>% of salary/£p.a.</i>	<ul style="list-style-type: none"> <li>Provide the ceiling cost for the total of optional benefits</li> <li>Where a benefit is 'core' or compulsory, do not include here - use the relevant specific category (1-9 above) instead</li> </ul>

	Definition	Examples
<b>11. Base Salary</b> <i>£ p.a.</i>	<p>Annual rate of basic salary plus all the regular job-related contractual payments. Salary data should be the annual rate effective as at 1st August.</p> <p>Do not include variable overtime pay.</p>	<ul style="list-style-type: none"> <li>■ Basic salary</li> <li>■ Regional allowances</li> <li>■ Additional months</li> <li>■ Job premia</li> <li>■ Market supplements</li> </ul>
<b>12. Allowances</b> <i>£ p.a.</i>	<p>Any other regular payment for the relevant role.</p> <p>Do not include payments in lieu of benefits e.g. car allowance – see 'Costs of Benefits Input Form'.</p>	<ul style="list-style-type: none"> <li>■ Shift pay</li> <li>■ Standby pay</li> <li>■ Guaranteed overtime</li> </ul>
<b>13. Performance Related Pay/ Bonus</b> <i>£ p.a.</i>	<p>Amount paid in 12 months to 1st August in recognition of individual performance (sometimes departmental) or achievement of targets – may be drawn from an overall pot the size of which depends on company performance.</p> <p>If paid other than in cash (e.g. in shares) include the cash value when committed.</p> <p>Include any amount decided but where actual payment is deferred to a future year.</p> <p>Enter sales and other incentive/commission payments in the separate column for 'Commission'.</p>	<ul style="list-style-type: none"> <li>■ Individual performance bonus</li> <li>■ Group performance bonus</li> <li>■ Sales incentives (but use the 'Commission' column)</li> </ul> <p>Do not include performance increments and above average increases in range pay – treat these as base salary.</p>
<b>14. Profit Related Pay/ Profit Share</b> <i>£ p.a.</i>	<p>Payments made as a direct result of a company profit sharing scheme – typically rewarding all employees on a similar basis irrespective of individual contribution, although this may be broken down to a team level in some cases.</p> <p>Any other routine payment made in cash that is not covered by the other definitions.</p>	<ul style="list-style-type: none"> <li>■ Individual/team profit share</li> <li>■ Group/company profit share</li> </ul>
<b>15. Other Cash</b> <i>£ p.a.</i>	<p>Do not include payments in lieu of benefits such as car allowance – see Costs of Benefits Input Form'.</p> <p>Do not include business costs such as overtime, uniforms/clothing or training success awards.</p>	<ul style="list-style-type: none"> <li>■ Christmas bonus</li> <li>■ Ex-gratia bonus (not performance or profit related)</li> </ul>



