

# Report:

Job Evaluation and Remuneration  
Benchmarking for Assembly  
Members

HayGroup



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National  
Assembly for  
Wales





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## 1. Executive Summary

### Role Size and Relativities

A representative sample of ten roles, from Assembly Member (without additional responsibilities) to the First Minister were evaluated using the Hay Group Method of evaluation. The evaluation levels were updated and in some cases increased in level (when compared to a similar exercise carried out in 2001) to reflect the Assembly's increased powers, particularly in relation to primary legislation. The relative levels of roles are provided both within the Assembly and in comparison to other UK legislatures.

### Remuneration Benchmarking

Comparative basic salary data is provided for both the public and not for profit sectors (up to a certain level) and the economy as a whole. Though of limited relevance due to the difference in the employment relationship for elected representatives when compared to senior managers it does provide insights into pay practice in the wider economy. We have also provided an analysis of benefits values so that the Assembly can compare the level of its benefits with those provided more widely.



## 2. Introduction

- 2.1 In order to inform its proposals for the remuneration of Assembly Members during the Fifth Assembly, the Independent Remuneration Board of the National Assembly for Wales commissioned the Hay Group to evaluate, using the Hay Group Job Evaluation Method, a range of Assembly roles (see 1.3) and to provide information on comparative remuneration.
- 2.2 As requested our report provides information and analysis that can be used to inform the Board's deliberations rather than recommendations.
- 2.3 The roles evaluated were:
- Assembly Member (without additional responsibilities)
  - First Minister
  - Welsh Minister (Level 1)
  - Welsh Minister (Level 2)
  - Deputy Minister
  - Presiding Officer
  - Counsel General (on the basis the role is not performed by an Assembly Member)
  - Assembly Commissioner
  - Committee Chair
  - Opposition Party Leader.
- 2.4 The above is intended to be a representative sample of the Assembly's roles that will allow the Board to "read across" to any roles not included.
- 2.5 The aim of evaluating the roles is twofold; to establish the relativities in "job weight" between the different roles and to enable remuneration market benchmarking. It also allows comparisons to be made with roles in Westminster, Edinburgh and Belfast as we have evaluated these roles as part of similar exercises for the Senior Salaries Review Body.
- 2.6 The core of the present exercise has been an interview programme to enable us properly to understand how the constitutional arrangements and roles within them have developed. We have seen or had phone calls with:
- The First Minister
  - Two Ministers
  - The Deputy Presiding Officer (on behalf of the Presiding Officer)
  - The Counsel General
  - A Deputy Minister



- A Committee Chair
- A Commissioner
- An Opposition Party Leader
- An Assembly Member

2.7 We were also provided with further factual information as needed by the Clerk and Deputy Clerk to the Remuneration Board.

2.8 We are grateful to all those who agreed to be interviewed as part of this programme and for the valuable insights they gave us.



### 3. Developments in the Assembly

- 3.1 Before discussing individual roles, it seems essential for background purposes to set out our general impressions about how the operation of the Assembly as a whole has developed since its formation in 1999.
- 3.2 By far the most significant change, mentioned without fail by interviewees, is the legislative powers the Assembly now has. These result from the Government of Wales Act 2006, which gave the Assembly devolved primary legislative powers; similar to those of Scotland. This was followed by the Wales Devolution Referendum that gave the Assembly further autonomy by removing the need to first “draw down” powers from UK Government before legislating.
- 3.3 The 2006 Act also changed the operation of the Assembly by establishing Welsh Government as a separate legislative entity accountable to the Assembly.
- 3.4 These changes have had a significant impact on the level and workload of Government and Assembly roles. The former now have accountability for programmes of far reaching primary legislation, whereas for the latter there is a much greater emphasis on the scrutiny of legislation.
- 3.5 The twenty policy areas for which the Assembly has devolved accountability remain largely unchanged, though as a result of the Silk Commission some borrowing powers will be devolved as will control of stamp duty and landfill tax.



## 4. The Evaluation of Roles and Comparative Levels

- 4.1 We have made our judgements on the comparative levels of roles by using the Hay Group Method of Job Evaluation, which has now been used for some years in examining relativities between different kinds of jobs in the UK political context. In brief it has three factors, as follows:
- **Know-How** – This is defined as the sum of every kind of knowledge, skill and experience required for standard acceptable job performance. It is subdivided into three sub-factors:
    - **Technical Know-How.** This is the ‘conventional’ definition of the term covering skills, qualifications and experience of whatever kind required for a job/role.
    - **Management Breadth.** This covers the degree of planning, integrating, controlling, co-ordinating and organising which is necessary for the job.
    - **Human Relations Skills.** This is the degree of persuasion and influencing required of jobholders.
  - **Problem Solving** – This is defined as the independent thinking required by a job for analysing, evaluating, creating, reasoning, arriving at and drawing conclusions. It has two sub-factors:
    - **Thinking Environment.** This is the policy, operational, procedural or rule-driven background against which thinking takes place.
    - **Thinking Challenge.** This measures the range of choices which have to be made and the background to them, as well as creativity, evaluation and judgement.
  - **Accountability** – This is defined as the answerability for action and the consequences of that action. It is the effect of the job/role on end results. It has three sub-factors:
    - **Freedom to Act.** This is concerned with the ability to take decisions and/or action. It is measured by the existence or absence of policy, procedural or personal control and guidance.
    - **Impact on End Results.** This measures the type and degree of impact or influence the job exerts on a definable output or set of outputs.
    - **Magnitude.** This indicates the ‘size’ of the output on which the job impacts. In commercial organisations and at managerial level this is normally measured in financial terms, but this does not have to be the case. In previous public sector work we have used the concept of ‘public policy’ and its various components to arrive at appropriate judgements under this sub-factor.



The three factors are scored separately before being totalled, but the method is designed to ensure that consistent judgments are taken – so, for example, that the Knowledge, Skills and Experience is assessed in line with the Accountability.

Secondly, all job evaluation methods are based on making judgements about whether a job (or element of a job) is bigger or smaller than another. We have therefore developed the concept of ‘steps of judgement’:

<b>0 Steps</b>	If one cannot tell there is a difference – call it the same
<b>1 Step</b>	If trained evaluators can only just tell there is a difference – 1 step bigger or smaller
<b>2 Step</b>	There is a clearly discernable difference
<b>3 Steps or more</b>	Differences are obvious immediately

In order to reflect the ‘step of judgment’ concept, Hay Group scoring scales are built geometrically. Each number on the scales is either 15% bigger or smaller than the previous. For example:

**100 – 115 – 132 – 152 – 175 – 200**

Using this principle a job at 100 points is 5 steps of judgement different from one at 200 points; not half the size.

The concept of a 15% step of judgement is used when evaluating all of the various elements of a role which are then built up into the overall score.

## Job Evaluation Process

Job evaluation is a fundamentally comparative process, so in this part of the report we assess the various jobs in the Welsh Assembly against each other and against ‘political’ roles elsewhere in the United Kingdom. The complete picture as we see it is in Table 1.

On this occasion, the job weights for each Assembly role have been determined by experienced evaluators who have previously measured political roles in Westminster, Scotland and Northern Ireland. Care has also been taken, as previously, to ensure that the job evaluation scores agreed are consistent with standards used elsewhere in the public sector and indeed in companies within the private sector.





## 4.2 Summary of Relativities

Detailed evaluations are provided in 3.3, but the resulting relativities between Assembly roles are provided below. Essentially each difference in level reflects a “1 step” gap in evaluation terms.

Job Level	Roles
7	First Minister
8	
9	
10	
11	
12	Presiding Officer Minister (1) Opposition Party Leader
13	Minister (2) Counsel General
14	
15	
16	Deputy Ministers
17	Committee Chairs
18	Commissioner
19	Assembly Member

Note: these levels cross reference to the table in 3.4 that show role relativities across the UK

legislators which why they start at 7.

The table below show how these levels compare to the results for those roles included in a similar exercise that we carried out in 2001.

Job Level	Roles - 2014	Roles - 2001
7	First Minister	
8		First Minister
9		
10		
11		
12	Presiding Officer Minister (1) Opposition Party Leader	Presiding Officer
13	Minister (2) Counsel General	Minister
14		
15		
16	Deputy Ministers	
17	Committee Chairs	Deputy Presiding Officer



18	Commissioner	Committee Chairs
19	Assembly Member	
20		Assembly Member

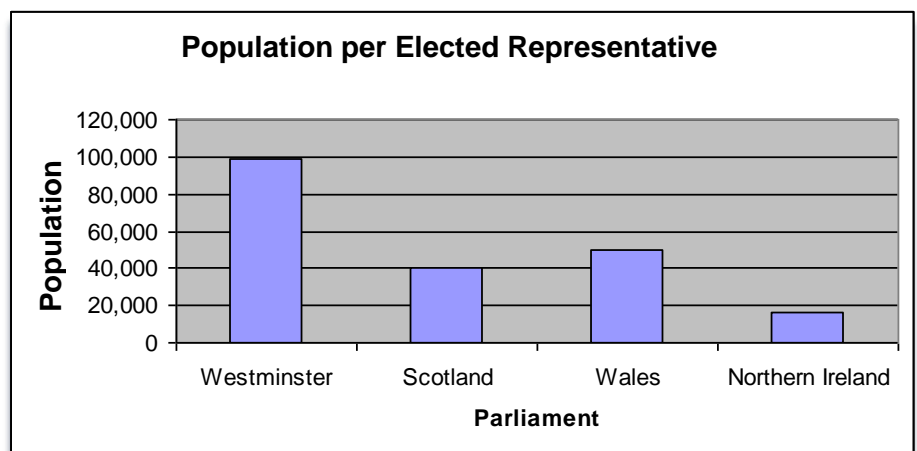
### 4.3 Detailed Evaluations

#### Assembly Members

In 2001 when we carried out a similar exercise, we placed the role in job weight terms one step below a Member of the Scottish Parliament. The primary reason at the time was the involvement of the Scottish role in primary legislation, whereas the role in Wales was confined to secondary legislation. As outlined in section 2 this has clearly changed, with Assembly Members now required to play an active role in primary legislation. Due to the relatively small number of Assembly Members (60) and the breadth of the legislative agenda they may even play a more active role in the creation and scrutiny of legislation within their competence than do most Westminster MPs.

The other key aspect of the role is the size of the population represented. The graph below shows how the size of population represented varies by parliament. The number shown for Wales is for Assembly Members with geographical constituencies, and it can be seen that the numbers represented are broadly comparable to Members of the Scottish Parliament, around double those represented in Northern Ireland, but about half those represented by a Westminster MP.

**Graph 1 – Comparison of population served per Elected Member between UK Parliaments and Assemblies**





Taking these considerations into account, we now believe that Assembly Members should be viewed as equivalent to MSPs. This is clearly a higher level than previously used.

To support this judgment we have evaluated the role as having some accountability for the development and scrutiny of legislation and for representing the interests of a population of around 50,000. We have seen the Accountability of this as E (role in considering legislation, representing the constituency and helping constituents) and 4+ Contributory (an indirect impact on the lives of typically about 50,000 people).

We have used E4 (43%) for the Problem Solving element (the same as we used for equivalent roles in Westminster, Edinburgh and Belfast). This score represents the need to consider issues where 'right and wrong' answers are not available, but which are largely informed by broader policy.

The Know-How score of FII3 reflects our view that experienced political leaders with a broad knowledge of the work of the Assembly are required to perform the role effectively. They must be excellent communicators but the constituency and policy canvas against which each operates is restricted when compared to Westminster MPs.

As part of the exercise we did also discuss the role of Assembly Members who represent a region as opposed to a constituency. Our view is that the roles are of equivalent level.



Our evaluation of Assembly Members is as follows:

<i>Know How</i>		<i>Problem Solving</i>		<i>Accountability</i>		<i>Total</i>	<i>Profile</i>
FII3	400	E4 (43%)	175	E4+C	230	805	A2

The score we have used for a Westminster MP in the past is one step higher, for MSPs the same level and for Members of the Legislative Assembly in Belfast one step lower.

## The First Minister

The First Minister is responsible for leading policy, planning and implementation across the whole of Wales’s political life. Again we have taken into account the legislative power the Assembly now has, which has increased the level of evaluation by a step when compared to 2001. This means it is in the range of Cabinet Ministers at Westminster. Our evaluation for the First Minister is as follows:

<i>Know How</i>		<i>Problem Solving</i>		<i>Accountability</i>		<i>Total</i>	<i>Profile</i>
GVII3	2112	H4+ (76%)	1600	H+ 7-S	2112	5824	A2

Management and problem solving requirements are clearly higher than for Assembly Ministers or the Presiding Officer, as is decision making. The role has a shared impact across government in Wales.

## Ministers

There are currently eight Assembly Ministers (not including the Counsel General and four Deputy Ministers). The Ministers cover the following portfolios:

- Communities and Tackling Poverty
- Health and Social Services
- Natural Resources, Culture and Sport
- Local Government and Government Business
- Economy, Science and Transport
- Finance
- Education and Skills
- Housing and Regeneration

In evaluation terms we see these as significant political and managerial roles with a major impact on life in Wales. As at Westminster, Ministerial jobs are in reality different in size from each other. They can be seen as operating at two levels as follows.



<i>Know How</i>		<i>Problem Solving</i>		<i>Accountability</i>		<i>Total</i>	<i>Profile</i>
GIV+3	1056	G4+ (66%)	700	G6C+	920	2676	A2
Or							
GIV3	920	G4+ (66%)	608	G6-C+	800	2328	A2

Both these evaluation scores require individuals with comprehensive political understanding/skills able to take the leading part in developing a major portfolio of public activities/services, and guide change. They need to address problems in fundamental ways, creating/securing agreement to legislation, regulation or major plans/programmes as necessary. Each will impact on an important part of life in Wales, and across the government as a whole. Some portfolios will however be broader than others as represented by the Management and Area of Impact assessments.

The difference in evaluation is one step i.e. a just discernible difference, and does not necessarily mean there needs to be a difference in pay level. This is a policy decision for the Board.

## Deputy Ministers

There are four Deputy Ministers with the following portfolios:

- Agriculture and Fisheries
- Tackling Poverty
- Skills and Technology
- Social Services

Deputy Ministers work for the Ministers with particularly broad portfolios and work within their direction to provide additional focus in key areas. In evaluation terms we see these as political and managerial roles with a significant impact on life in Wales, all be it in a more focused area than Ministers and operating with more direction. Our view is that there is one level for this role as follows:

<i>Know How</i>		<i>Problem Solving</i>		<i>Accountability</i>		<i>Total</i>	<i>Profile</i>
F+III 3	608	F4+ (57%)	350	F5C+	460	1418	A2

This level of evaluation requires in-depth political understanding/skills and the ability to take the leading part in developing a portfolio of public activities/services and to manage change. They need to address problems in new ways, creating/securing agreement to legislation, regulation or major plans/programmes as necessary, working under the direction of the relevant Minister(s). Each will impact on an important part of life in Wales, and across the government as a whole.



### Presiding Officer

The role of the Presiding Officer is to ensure robust working arrangements, particularly for the democratic element of the Assembly, and ensure proper Executive accountability. The role’s importance is much more than chairing the Assembly. It also plays a crucial part in deciding on Assembly business. It is therefore broadly an amalgam of the duties of the Westminster Speaker and Leader of the House. It also chairs the Assembly’s Commission which ensures the Assembly has the resources and facilities to operate effectively.

We have evaluated the role as equivalent to larger Ministers due to the requirement for it to have an overview of, and manage across the Assembly’s business; as follows:

<i>Know How</i>		<i>Problem Solving</i>		<i>Accountability</i>		<i>Total</i>	<i>Profile</i>
GIV+3	1056	G4+ (66%)	700	G6C+	920	2676	A2

The evaluation score requires an individual with comprehensive political understanding/skills able to take an overview of the Assembly’s business and manage it effectively. They need to create and secure agreement to legislation, regulation or major plans/programmes as necessary. It will impact across the government as a whole.

### Assembly Commissioner

There are four Assembly Commissioners, who operate under the Chairmanship of the Presiding Officer to ensure the Assembly has the resources and facilities to operate effectively. Their remits are:

- Budgets and governance
- ICT, Estates and Sustainability
- Education and facilities
- Languages, Legal Services and Freedom of Information

Essentially the roles have an internal focus managing a range of functions to ensure the Assembly gets the support it requires both in the short and long term. Evaluation as follows:

<i>Know How</i>		<i>Problem Solving</i>		<i>Accountability</i>		<i>Total</i>	<i>Profile</i>
FII+ 3	460	F4 (50%)	230	E+4S	304	994	A2

The evaluation score requires and broad knowledge of the Assembly’s operation and the ability to lead a range of functions so that provide the services required in the short and longer term. The role needs to create new ways of delivering services and has shared accountability for running of the Assembly.

### Counsel General

The Counsel General is a nonvoting member of the Welsh Government’s Cabinet and is the Government’s chief legal advisor. This entails leading the



legal services and the office of legislative counsel, advising Ministers directly on matters of law and representing the Government in Courts. The role has a number of statutory responsibilities including the power to refer bills to the Supreme Court for a decision on whether or not they are within the Assembly’s competence. As a result it has elements of the UK Government’s Attorney General and Solicitor General. Evaluation as follows:

<i>Know How</i>		<i>Problem Solving</i>		<i>Accountability</i>		<i>Total</i>	<i>Profile</i>
GIV3	920	G4+ (66%)	608	G6-C+	800	2328	A2

The evaluation reflects the requirement for a highly experienced lawyer with the capability to advise on primary legislation, understand the legal interface between the Welsh and UK governments and where necessary operate in the Supreme Court. The role also needs to take an overview of the Welsh Statutory framework and operate independently to challenge the Welsh and UK Governments when it is in the public interest. It also needs to address fundamental legal issues that relate to the devolution of powers to the Assembly.

**Note** the evaluation reflects the position that the role is now highly unlikely to be able to be performed by an Assembly Member.

### Committee Chairs

The Chairs of most Subject Committees play an important ‘driving’ role, managing the work of their Committees and increasingly in developing policies in close co-operation with Assembly Ministers. The Committee Chairs have roles in our opinion that are of significant weight over and above those of Assembly Members. Due to the substantial legislation they are required to scrutinise and contribute to, there is additional breadth required as

<i>Know How</i>		<i>Problem Solving</i>		<i>Accountability</i>		<i>Total</i>	<i>Profile</i>
F+III- 3	528	F4 (50%)	264	F-5C	350	1142	A2

well as a high level of problem solving required.

This level of evaluation requires in-depth political understanding/skills necessary to take a leading role in scrutinising and contributing to the development of a portfolio of public activities/services. They need to ensure proposals are fit for purpose and contribute to their development. Each will impact on a broad area of the Assembly’s business.

**Note:** The Assembly has a wide range of Committee roles, so there may be some at lower levels to this, which is based on the Chair of the Finance Committee.



### Opposition Party Leader

Opposition party leaders have accountability for ensuring the effective scrutiny and challenge to the government and creating an alternative programme of government. An integral part of this is the organisation of their Assembly Members.

As a result these are wide ranging political and leadership roles that we have evaluated at the same level as larger ministerial roles with the following evaluation:

<i>Know How</i>		<i>Problem Solving</i>		<i>Accountability</i>		<i>Total</i>	<i>Profile</i>
GIV+3	1056	G4+ (66%)	700	G6C+	920	2676	A2

The evaluation reflects the need for comprehensive political understanding/skills and the requirement to take the lead in ensuring effective scrutiny of the Government’s agenda and create an alternative programme that ranges across public services in Wales. The role needs to address problems in fundamental ways, and develop alternative solutions and programmes. An impact across the Government.

**Note:** This evaluation is based on the Leader of the Conservative Group, the largest opposition party. We have not looked at the leaders of other opposition parties and whether there should be any differences in level.

#### 4.4 External Relativities

We attach below an equivalence chart between roles at Westminster, Edinburgh, Belfast and Cardiff. The positioning of roles outside Wales was determined during previous Hay Group reviews carried out for the Senior Salaries Review Body in recent years. In some specific instances, therefore, our views might be different if the roles were reviewed today.





**Table 1 – Role Relativities – Westminster, Edinburgh, Belfast and Cardiff**

Job Level	Westminster	Edinburgh	Belfast	Cardiff
1	Prime Minister			
2				
3				
4				
5	Cabinet Minister (Largest)			
6	Cabinet Minister Speaker	First Minister		
7	Cabinet Minister			First Minister
8	Cabinet Minister (Smallest)		First Minister/Deputy First Minister	
9		Deputy First Minister		
10		Minister (Large) Presiding Officer	Speaker	
11	Minister of State (Large)	Minister (Median)		
12	Minister of State (Median)	Minister (Small)	Minister	Presiding Officer Minister (1) Opposition Party Leader
13	Minister of State (Small)			Minister (2) Counsel General
14	Parliamentary Under Secretary (Large)			
15	Parliamentary Under Secretary (Median)		Junior Minister	
16	Parliamentary Under Secretary (Small)	Deputy Minister (Large) Deputy Presiding Officers		Deputy Ministers
17		Deputy Minister (Small)		Committee Chairs
18	Members of Parliament (Median)		Deputy Speaker Party Business Manager (Whip) Statutory Committee Chair Member of Assembly Commission	Commissioner
19		Member of the Scottish Parliament	Deputy Party Business Manager (Whip)	Assembly Member
20			Member of the Northern Ireland Assembly	



## 5. Remuneration Benchmarking

### 5.1 Salary Benchmarking

The table below shows the pay levels for like-sized roles in the general market. The data has been extracted from our PayNet database of over 700 UK organisations (see Appendix 1 for a list of participants). All of the roles in the sample have been evaluated in accordance with our methodologies in order that comparisons are robust. The data shown is for basic salaries i.e. it excludes bonus payments and the like.

In our view the data is of limited relevance to the roles in the Welsh Assembly as the nature of the employment relationship is very different for elected representatives to that for senior managers and chief executives, particularly in the private sector. The one exception to this being the Counsel General if the role continues not to be done by an Assembly Member. It does however give a broad understanding of salary practice across the economy, which is potentially most useful when considering the level of salary for Assembly Members.

Another point to note is that our data suggests that median pay in Wales is 7% below median pay for the UK as a whole.

The total salaries for the Welsh Assembly roles have been calculated as the sum of the standard salary (£53,852) plus the responsibility allowance (from £12,420 to £80,870 depending on the role).

Role	Job Level	Welsh Assembly Total Salary	UK General Market Median	Public / Not for Profit Sector Median
First Minister	7	£134,722	£698,839	Data unavailable at these levels
Presiding Officer	12	£95,801	£296,111	
Welsh Minister (Size 1)	12	£95,801	£296,111	
Opposition Party Leader	12	£95,801	£296,111	
Counsel General (if not AM)	13	£95,801	£277,916	
Welsh Minister (Size 2)	13	£95,801	£277,916	
Deputy Minister	16	£80,237	£145,387	£123,214
Committee chair	17	£66,272	£120,068	£97,465
Assembly Commissioner	18	£66,272	£100,843	£84,945
AM (without additional responsibilities)	19	£53,852	£82,483	£69,303



As the data shows, salaries for roles of this size in the general market (including private sector) are more than £50,000 higher than the public and not for profit sector. In addition, performance related pay is also more prevalent in the general market meaning that the difference in total annual earnings will be even greater.

As a direct comparison the following table provides details of current ministerial salaries in the three other legislatures of the United Kingdom – Westminster, the Scottish Parliament, and the Northern Ireland Assembly.

	UK	Scotland	Northern Ireland
Members' Basic Pay	£67,060	£58,678	£48,000
Cabinet Minister	£134,565	£102,775	£86,000
Prime/First Minister	£142,500	£143,680	£120,000

## 5.2 Benefits Benchmarking

The following table highlights the value of the main benefits in the Welsh Assembly benefits package. The Welsh Assembly pension scheme has been calculated as being worth 18 per cent of base salary (based on the proposed new scheme) which compares favourably to a typical private sector scheme of around 10 to 14 per cent.

Role	Total Salary	Death Benefit Value	Disability Benefit Value	Pension Value	Total Benefits Value	Total Remuneration Value
First Minister	£134,722	£3,864	£9,523	£24,223	£37,610	£172,332
Opposition Party Leader	£95,801	£2,748	£6,772	£17,225	£26,745	£122,546
Presiding Officer	£95,801	£2,748	£6,772	£17,225	£26,745	£122,546
Welsh Minister (Size 1)	£95,801	£2,748	£6,772	£17,225	£26,745	£122,546
Counsel General (if not AM)	£95,801	£2,748	£6,772	£17,225	£26,745	£122,546
Welsh Minister (Size 2)	£95,801	£2,748	£6,772	£17,225	£26,745	£122,546
Deputy Minister	£80,237	£2,301	£5,672	£14,427	£22,400	£102,637
Committee	£66,272	£1,901	£4,685	£11,916	£18,502	£84,774



chair						
Assembly Commissioner	£66,272	£1,901	£4,685	£11,916	£18,502	£84,774
AM (without additional responsibilities)	£53,852	£2,748	£6,772	£9,693	£19,213	£73,065

Hay Group's proprietary Total Remuneration methodology calculates the value of these benefits to an individual as opposed to the cost an employer has to bare to provide them.

There are a wide array of benefits on offer to like-sized roles in the private sector. The table below provides a guide to the value of these benefits to a role of a similar size to a Welsh Assembly Member and also shows how this compares with practice in the public and not for profit sector. It is interesting to note that at these levels, base salary is often a lower proportion of the total package, with more emphasis being placed on performance-related variable payments and other fringe benefits like private healthcare and cars.

## Appendix 1 - April 2014 Database

	Welsh Assembly Package	% of the Package	Public and Not for Profit Market Value	% of the Package	General Market Value	% of the Package
Total cash (base salary plus any short and long term incentives)	£53,852	74%	£69,603 (base salary £69,303 and annual bonus of £300)	75%	£112,855 (base salary £82,483, annual bonus £13,147 and long term incentive £17,225)	81%
Death Benefit	£2,748	4%	£1,034	1%	£1,147	1%
Disability Benefit	£6,772	9%	£6,174	7%	£5,274	4%
Healthcare			£867	1%	£1,385	1%
Retirement Benefit	£9,693	13%	£14,858	16%	£9,583	7%
Car Benefit / Allowance					£8,160	6%
Total Remuneration	£73,065	100%	£92,536	100%	£138,404	100%



## Participants List

2 Sisters  
 20th Century Fox  
 3M UK  
 A C E European Group  
 A E S  
 A G C Chemicals Europe  
 A G R Group  
 A G Thames Holdings  
 A R A G  
 A S Watson  
 A2Dominion  
 Abercrombie & Fitch  
 Adam Smith International  
 Admin Re UK  
 Afren  
 A-Gas  
 Ageas Insurance  
 Ageas UK  
 Agfa Graphics  
 Agfa Healthcare (UK)  
 Agfa Materials (UK)  
 Agfa-Gevaert  
 Air New Zealand  
 Air Products  
 Airbus  
 Aker Solutions  
 Akzo Nobel UK  
 Albea  
 Albemarle Chemicals  
 Alcoa Europe  
 Aldi  
 Alere Technologies  
 Aleris Recycling  
 Allied Irish Banks  
 Alphabet (GB)  
 Alstom Power  
 Amcor  
 AMEC Upstream Oil & Gas Division  
 American Airlines

Amnesty International  
 Amway (Europe)



Apple Retail UK  
Aquatic Engineering & Construction  
Arcadis UK  
Arcelor Mittal  
Arcus Renewable Energy Consulting  
Argos  
Arjo Wiggins Appleton  
Armacell UK  
Arup  
Asda  
Ashland UK  
Astellas Pharma Europe  
Atmos Consulting  
Aunt Bessie's  
Automobile Association, The  
Avebe UK  
Aviva  
B A S F  
B B I Group  
B G Group  
B I C  
B M T Group  
B M W (UK) Manufacturing  
B M W Financial Services Group  
B M W Hams Hall Motoren GmbH  
B O C UK Gases  
B P  
B/E Aerospace UK  
Babcock Marine  
Badoo Trading  
BAe Systems  
BAFTA  
Baker Hughes  
Bakkavor  
Bank of Ireland UK Financial Services  
Bank Workers Charity  
Banque P S A Finance  
Bare Escentuals UK  
Barratt Developments  
Basingstoke and Deane Borough Council  
Beam Global Spirits & Wine  
Behavioural Science Technology  
Beiersdorf UK  
Bel UK  
Belden UK  
Benteler Automotive  
Bexley Council



Bibby Offshore  
Biomerieux UK  
Birmingham City University  
Body Shop International, The  
Boeing UK  
Bombardier Transportation  
Booking.Com  
Botanix  
Brakes  
Brambles Europe  
Bregal Investments  
Bridgestone  
Brighton & Hove City Council  
Bristan Group  
Bristol Wessex Billing Services  
British Airways  
British Council, The  
British Transport Police  
British-American Tobacco Company  
Britvic Soft Drinks  
Bromford Housing Group  
Buckinghamshire Fire and Rescue Service  
Bulgari UK  
Bunge UK  
Burberry  
Bureau Veritas  
C E P S A UK  
C E V A Logistics  
C F A O  
C G G Veritas Services  
C R H  
Cabot Corporation  
Calor Gas  
Cambridge City Council  
Cameron International  
Campina  
Canada Life  
Cardif Pinnacle  
Cardiff Metropolitan University  
Cardiff University  
Cargill  
Cartrefi Conwy  
Caterpillar Logistics  
Caterpillar Marine Power  
Caterpillar Skinningrove  
Caterpillar UK  
Celanese Acetate



Celsa Manufacturing  
CEMEX UK Operations  
Centrica Renewable Energy  
Ceona Services  
Certis Europe  
Charities Aid Foundation  
Chartered Institute of Management Accountants, The  
Chelmsford City Council  
Chemistry Innovation  
Chemtura  
Cherwell District Council  
Chevron  
Children with Cancer  
Chiquita Brands International  
Chivas Brothers  
Church & Dwight UK  
Circle  
Citroen UK  
City & Guilds  
City of Liverpool Council  
City of York Council  
Civil Aviation Authority  
CLIC Sargent  
Cloetta Holding  
ColepCCL  
Colgate Palmolive  
Combat Stress Charity  
Communicator Corporation  
Compass Group UK  
Comvita UK  
ConocoPhillips UK  
Co-operative Group  
Corporate Executive Board Company  
Costa  
Costain Group  
Cott Beverages  
Coty UK  
Coventry City Council  
Cristal Global  
Crown Estate, The  
Crown Europe Group Services  
Crown Prosecution Service  
Cundall Johnston & Partners  
Cytec Industries  
D P World  
D S M United Kingdom  
D.E Master Blenders





Daido Industrial Bearings Europe  
Daikin Airconditioning UK  
Dairy Crest  
Danfoss Randall  
Danone (UK)  
De Agostini  
De Lage Landen Leasing  
De Montfort University  
Derbyshire County Council  
Diageo Great Britain  
Diamond Light Source  
Dolce & Gabbana UK  
Donaldson Filter Components  
Dong Wind UK  
Doosan Power Systems  
Dow Agrosciences  
Dow Chemical  
Dow Corning  
Dragon LNG  
Dubai Department of Tourism & Commerce Marketing  
Dulas  
Dun & Bradstreet  
DuPont UK  
Dwr Cymru Welsh Water  
E A D S  
E A D S Astrium  
E A D S Defence and Security Systems  
E D F Energy  
E D F Energy Renewables  
E N I UK  
E R M  
E Y C Group  
E.ON Climate and Renewables  
E.ON UK  
Eagle Ottawa  
Eastman Chemical Europe  
Eaton and associated companies  
Edrington Group, The  
Electoral Reform Services  
Electrical Contractors' Insurance Company  
Electricity North West  
Elexon  
Elizabeth Finn Care  
Elliott Turbomachinery  
Eneco  
Enotria Wine Group  
Enstar



Environment Agency, The  
Equity Insurance Group  
Eskom Holdings  
Essar Oil  
Essex County Council  
Estee Lauder Cosmetics  
Euroclear  
European Bank for Reconstruction and Development  
Evonik Degussa  
Expro International Group  
ExxonMobil  
ExxonMobil Chemicals  
F C E Bank  
F M C Chemicals  
F M Global  
Falck Renewables  
Fat Face  
Feronia Incorporated Services  
Finance Wales  
Finning  
Firmenich UK  
First Milk Cheese Company  
First Quantum Minerals  
First Wessex Housing Group  
Fisher & Paykel Appliances  
Fisher & Paykel Healthcare  
Football Foundation  
Forbo-Nairn  
Ford Motor Company  
Foreman Roberts  
Fortis Life  
Foster & Partners  
Framework Housing Association  
Friends Life  
G E Corporate  
G E Energy (UK)  
G E Healthcare  
G E Money Home Lending  
Gaia Wind  
Gassco AS  
Gatwick Airport  
Geberit Sales  
Genesis Oil and Gas  
Gestamp Washington  
GKN Westland Aerospace  
Glatfelter  
Golder Associates



Good Energy  
Google UK  
Greenpeace International  
Greenwich School of Management  
Griffith Laboratories  
Group 4 Securicor (G 4 S)  
Groupe SEB UK  
Groupon Shop  
Guide Dogs for the Blind Association  
Hager  
Hallin Marine  
Hallmark Cards  
Hampshire County Council  
Hanson Aggregates  
Harkand  
Hazeldene Foods  
Health & Safety Executive  
Health Foundation, The  
Heineken UK  
HELIX Energy Solutions  
Henkel  
Hilti Gt. Britain  
Hoare Lea  
Hollingworth Business & Enterprise College  
Home Group  
Home Retail Group  
Homebase  
Honda Finance Europe  
Honda Motor Europe  
Honourable Society of the Middle Temple, The  
Horizon Nuclear Power  
Houghton International  
Howden  
Hudson Advisors  
Huhtamaki (UK)  
Hunter Boot  
Huntsman  
Hurley Palmer Flatt  
I P F International  
Ikano Bank  
Ikea  
Imperial College of Science Technology & Medicine  
InBev UK  
Independent Parliamentary Standards Authority  
Ineos Chlor  
Ineos Group  
Ineos Phenol



Infineum  
 Infinis  
 Institute of Development Studies  
 International Flavours & Fragrances  
 International Power  
 Intertissue UK  
 IOP Publishing  
 Isle of Wight Council  
 Itochu Europe  
 J D R Cable Systems  
 J Sainsbury  
 J T I UK (Gallaher)  
 Jackson's Bakery  
 Jaguar Land Rover  
 James Hardie Building Products  
 Johnson Matthey  
 Jotun Paints (Europe)  
 Joy Global Industries  
 Joy Mining Machinery  
 JSSH Nlr  
 K C A Deutag Drilling  
 Kao Corporation  
 Kellogg Europe  
 Kent County Council  
 Kia Motors UK  
 Kimberly-Clark  
 Kirklees Neighbourhood Housing  
 Klockner Pentaplast  
 Kongsberg Automotive  
 Kongsberg Maritime  
 Koppers UK  
 Krauthammer International  
 Kuehne and Nagel  
 Kuwait Petroleum International Aviation Company  
 Kvaerner  
 Kwik-Fit Insurance Services  
 L S L Property Services  
 L V =  
 Lancaster University  
 Lantmannen Unibake  
 LaSer UK  
 Law Society of Scotland, The  
 Lear Corporation  
 Lego  
 Legrand Electric  
 Leicestershire County Council  
 Lely UK



Lenzing Services  
Lindstrom  
Linkedin Technology UK  
Lloyds Banking Group  
London Borough of Barnet  
London Borough of Haringey  
London Fire and Emergency Planning Authority  
London Marine Consultants  
London Pensions Fund, The  
London School of Economics and Political Science  
LondonWaste  
L'Oreal  
Lotus Bakeries  
Lucite International  
Luigi Lavazza UK  
Lyondell Chemical  
Mahle Industries UK  
Man Truck and Bus UK  
Manchester Airport  
Manchester Central Convention Complex  
Manheim Group  
Marathon Oil  
Marie Stopes International  
Mars UK  
Marshall of Cambridge Aerospace  
Martin-Baker Aircraft Company  
Mary Kay Cosmetics  
Matthew Clark  
Mauser  
Mazda Motors UK  
McCormick UK  
Mercedes-Benz UK  
Merseytravel  
Metropolitan Police  
Mettis Aerospace Group  
Michelin Tyre  
Millfield School  
Mitchells & Butlers  
Mitsubishi Corporation International (Europe)  
Moet Hennessy  
Molnlycke Healthcare Group  
Molson Coors Brewing Company (UK)  
Mondelez  
Monsanto UK  
Monster Energy  
Moog Fernau  
Moorgarth Group



Morrison (W M) Supermarkets  
Motability  
MSC Industrial Supply  
Muller Dairy  
Murco Milford Haven Refinery  
Murco Petroleum  
N F U Mutual  
N S G  
National Grid  
National Oilwell Varco  
National Policing Improvement Agency  
National Savings & Investments  
National Trust, The  
Nationwide Building Society  
Natural Power Consultants  
Neovia Logistics Services  
Nestle UK  
NetJets Europe  
Network Planning & Maintenance Anglia  
New Zealand Trade and Enterprise  
Nielsen Marketing Research  
Nike  
Norbert Dentressangle  
North of England Zoological Society, The  
Northern Bank  
Northern Lighthouse Board  
Northumbrian Water  
Nottingham Building Society  
Nottingham Community Housing Association  
Nutreco  
Octapharma  
Office Depot UK  
Ofgem  
O-I Europe  
One Housing  
Ophir Energy  
Orangina Schweppes  
Orbis UK  
Orbit Group  
Ordnance Survey  
Orpheus Centre Trust  
Outokumpu Stainless Holdings  
Overseas Development Institute  
Owen Mumford  
Oxford University Press  
P P G Industries UK  
P S A Wholesale



Pandrol International  
Parcelnet  
Parripak Foods  
Partnership for Renewables  
Perkins Engines Company  
Perrigo  
Petrofac  
PETRONAS Energy Trading  
Peugeot Citroen Automobiles UK  
Peugeot Motor Company  
PharmaCare  
Philip Morris  
Philips Electronics  
Philips International  
Phillips 66  
Phoenix Community Housing  
Phoenix Group  
Piaggio  
Plastic Omnium  
Plastiflex  
POhWER  
Police Mutual Assurance Society  
Police Treatment Centre  
Post Office  
Postnl UK  
Premier Foods  
Premier Oil Group  
Procter & Gamble  
Progress Rail Services  
Proserv UK  
Proxima Group  
Prysmian Group  
Puig UK  
Q V C  
Quadrant Engineering Plastic Products  
Quantum Care  
Queen Elizabeth II Conference Centre  
Queen Mary University of London  
Queen's University Belfast  
R I A S  
R O C UK  
R W E Dea UK  
R W E Innogy  
R W E IT UK  
R W E nPower  
R W E nPower Renewables  
R W E Supply & Trading



R W E Technology UK  
 Radian Group  
 Randstad Holdings  
 Renewable Energy Generation  
 Renewable Energy Systems  
 REpower UK  
 RetroScreen Virology  
 Rexam Europe  
 Richemont International  
 Ridgeons  
 Rio Tinto  
 Rippleeffect Studio  
 Robins & Day  
 Robinson Way  
 Rolls Royce Motor Cars  
 Rolls-Royce  
 Royal Borough of Kensington & Chelsea  
 Royal British Legion  
 Royal Holloway University of London  
 Royal Liverpool & Broadgreen University Hospitals NHS Trust  
 Royal Mail Group  
 Royal Pharmaceutical Society of Great Britain  
 S C A Hygiene Products UK  
 S O C O International  
 S S E Renewables  
 Sabic  
 Sabic Innovative Plastics  
 Sabic Innovative Plastics Abs  
 Sabic UK Petrochemicals  
 SABMiller  
 Sahaviriya Steel Industries  
 Sanctuary Group  
 Sasol UK  
 Schlumberger Oilfield UK  
 Schneider Electric UK  
 Schools Partnership Trust Academies  
 Scott Bader  
 Scottish Environment Protection Agency  
 Scottish Power  
 Scottish Power Renewables  
 Scottish Water  
 Seadrill Management  
 SeaRoc Group  
 Security Industry Authority  
 Selex ES  
 Sellafield  
 Senergy





Serco Group  
 Severn Trent  
 Sheffield College  
 Shell Chemicals UK  
 Shell UK  
 Shelley College  
 Shoreline Housing Partnership  
 Sibelco UK  
 Siegwark UK  
 Siemens Metering Services  
 Siemens Power Generation  
 Silverspoon Company, The  
 Skills Funding Agency  
 Skim  
 Smurfit Kappa UK  
 Society of Motor Manufacturers and Traders  
 Sofidel UK  
 Solvay Interox  
 South Gloucestershire Council  
 South Hook LNG Terminal Company  
 South Northamptonshire District Council  
 South Yorkshire Passenger Transport Executive  
 Southern Water  
 Spirit Aerosystems (Europe)  
 St James's Place Wealth Management  
 St Mungo's  
 Statkraft Energy  
 Statkraft UK  
 Statoil UK  
 Stihl UK  
 Styrolution  
 Subsea 7 (UK Service Company)  
 Sun Life Financial of Canada UK  
 Surrey Police  
 Sussex Police  
 Sustrans  
 Swindon Pressings  
 T A Q A  
 T C R  
 T K Maxx  
 T M F Group  
 T N T Express Services  
 T N T UK  
 T U I Travel  
 Tangerine  
 Target Group  
 Tarmac



Tarmac Building Products  
Tata Global Beverages  
Tate & Lyle Sugars  
Tate Gallery  
Tech Data  
Technip  
Teekay Shipping Glasgow  
Teer Coatings  
Telefonica  
Tesa SE  
Tesco  
Tessengerlo Group  
Tetra Technologies  
Thames Valley Police  
Thames Water  
Thatcham  
Thompsons Solicitors  
Tiffany & Co.  
Timken UK  
Tokio Millenium Re (UK)  
Tom Tom Sales UK  
Total E&P  
Total Lindsey Oil Refinery  
Total UK  
Tourism New Zealand  
Toyota Motors Europe  
Trafford College  
Training 2000  
Travis Perkins Group  
Treasury Wines Estates  
Trinity House Corporation  
Trinity Mirror Digital Recruitment  
Trinity Mirror Group  
Triumph Structures  
Tullis Russell Group  
Tullow Oil  
Turner Powertrain Systems  
Turning Point  
UK Greetings  
Ulster Bank  
Umicore Coating Services  
Unilever  
United Arab Shipping Company  
United Bible Societies  
United Biscuits  
United Learning Trust  
United Utilities



University College London  
University of Birmingham  
University of Bristol  
University of Cambridge  
University of Central Lancashire  
University of Derby  
University of Durham  
University of Edinburgh  
University of Exeter  
University of Glasgow  
University of Leeds  
University of Liverpool  
University of London  
University of Manchester, The  
University of Newcastle-upon-Tyne  
University of Nottingham  
University of Oxford  
University of Sheffield  
University of Southampton  
University of Stirling  
University of Strathclyde  
University of Warwick  
University of York  
Vacon Oyj  
Vaillant  
Valero Energy  
Vallourec Mannesmann Oil & Gas UK  
Virgin Active  
Virgin Atlantic Airways  
Vivergo Fuels  
VocaLink  
Volkswagen Financial Services (UK)  
Volkswagen Group UK  
Vopak  
W Y G  
Wales & West Utilities  
Warner Music International Services  
Weatherford  
Wells Cathedral School  
Wessex Water  
West Coast Energy  
West Sussex County Council  
Westmill Foods  
Whitbread & Company  
Whitbread Hotels & Restaurants  
Wickes Building Supplies  
Wilkinson Hardware Stores



William Grant & Sons  
William Jackson Food Group  
Willmott Dixon  
Wilo UK  
Wiltshire County Council  
Wind Prospect  
Wood Group PSN  
Wrexham County Borough Council  
Wrigley Company, The  
Yara UK  
Yorkshire Water  
Zeon Chemicals Europe  
Zumtobel Lighting