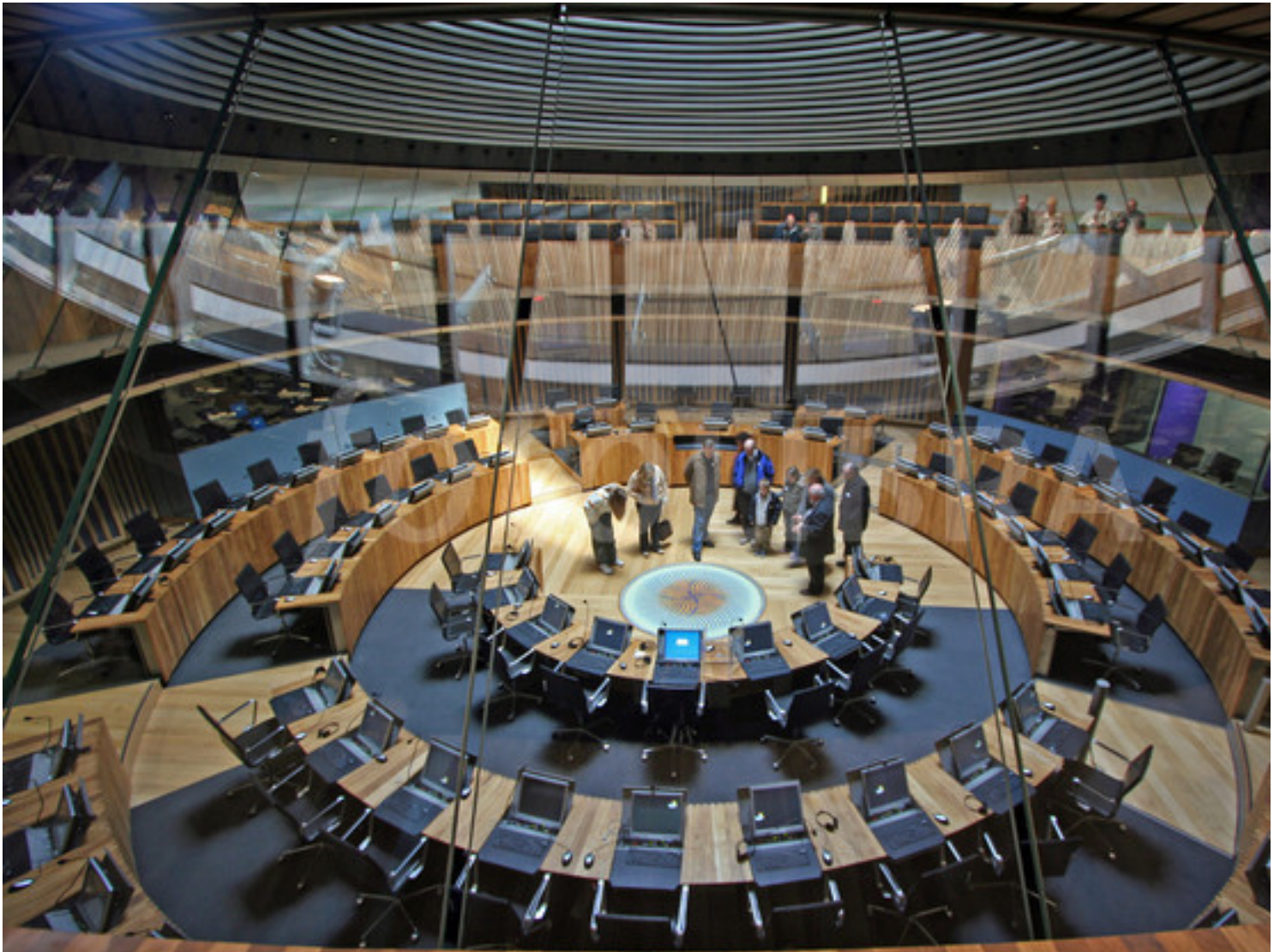


Report:

Job Evaluation and Remuneration Benchmarking for Assembly Members

HayGroup



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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’:

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

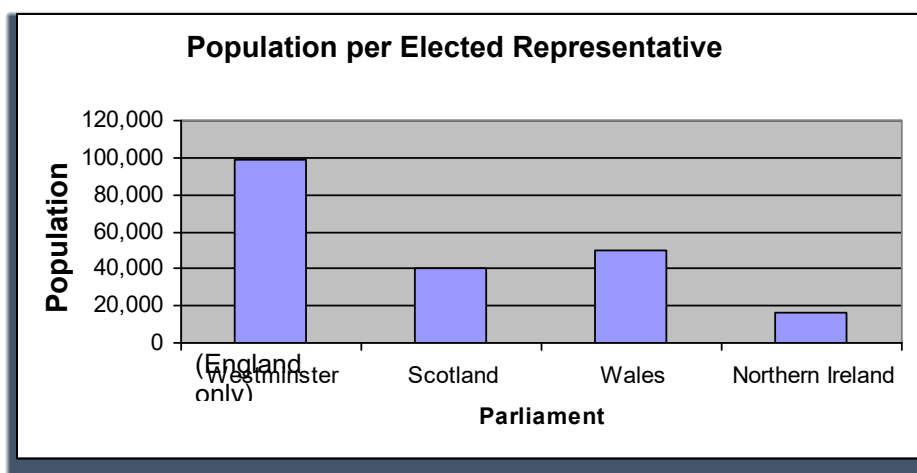
4.3 Detailed Evaluations

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.

	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%



Appendix 1 - April 2014 Database 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
 Elxon
 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
 Rippleffect 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
Siegwerk 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