



THOMSON REUTERS

IDS

Seven-day working practices and payments

A research report for the Office of Manpower Economics

from

Incomes Data Services

March 2015

This report was researched and written by Incomes Data Services (IDS) for the Office of Manpower Economics on behalf of the NHS Pay Review Body.

The authors of this report are:

Louisa Withers
Sarah Welfare
Victoria Farrington
Adam Elston
Ken Mulkearn
Jon Taylor
Raymond Storry

Incomes Data Services
Finsbury Tower
Bunhill Row
London
EC1Y 8LZ

Telephone: 0845 077 2911
Facsimilie: 0845 310 5517
E-mail: ids@incomesdata.co.uk
Website: www.incomesdata.co.uk

Contents

OVERVIEW	5
1 INTRODUCTION	11
1.1 SUMMARY OF WORK	11
1.2 METHODOLOGY	11
2 SECTOR SUMMARIES	12
2.1 ACTUARIES	12
2.2 AIR AMBULANCES	13
2.3 AIRLINE INDUSTRY	16
2.4 BREAKDOWN SERVICES	20
2.5 CALL CENTRES	22
2.6 CARE HOMES	25
2.7 CENTRAL GOVERNMENT	27
2.8 ENGINEERING	29
2.9 FIRE SERVICE	31
2.10 IT AND E-COMMERCE	34
2.11 LOCAL GOVERNMENT	36
2.12 PHARMACEUTICALS	40
2.13 POLICE	42
2.14 PRISON SERVICE	43
2.15 PRIVATE HOSPITALS	44
2.16 PUBLIC TRANSPORT	49
2.17 RESTAURANTS, PUBS AND FAST FOOD	51
2.18 RETAIL	53
2.19 ROAD TRANSPORT	55
2.20 SENIOR STAFF	56
3 CASE STUDIES	58
3.1 CASE STUDY: BMI HEALTHCARE	59
3.2 CASE STUDY: CAMDEN COUNCIL	65
3.3 CASE STUDY: DEVON AIR AMBULANCE TRUST	68
3.4 CASE STUDY: LONDON UNDERGROUND	76
3.5 CASE STUDY: NISSAN	79
APPENDIX 1 – METHODOLOGY AND SAMPLE FOR EACH SECTOR	I
APPENDIX 2 – SALARY LEVELS FOR EACH SECTOR	IV

Tables

Table 1 Overview of research findings on typical unsocial hours and overtime payments by sector	8
Table 2 Unsocial hours and overtime payments for the case studies	10
Table 3 Most common unsocial hours payments in actuaries, 2014.....	12
Table 4 Average salary and bonus levels for actuarial professions, 2014	12
Table 5 Most common unsocial hours payments in air ambulances, 2014.....	15
Table 6 Summary of unsocial hours payments in the air transport industry, 2014	17
Table 7 Hours of work for pilots – key points	17
Table 8 Details of unsocial hours premia in the air transport industry.....	18
Table 9 Motor Vehicle Retail and Repair, 2010	21
Table 10 Most common unsocial hours payments in call centres, 2014.....	23
Table 11 Examples of unsocial hours payments in call centres, 2014.....	24
Table 12 Most common unsocial hours payments in care homes, 2014	26
Table 13 Typical bank holiday payments in care homes by job role, 2014.....	26
Table 14 Examples of payments for night and weekend working for care assistants, 2014.....	26
Table 15 Examples of standby/on-call retainer payments, 2013	27
Table 16 Overtime rates at the Highways Agency, 2013	28
Table 17 Most common unsocial hours payments for manual workers in engineering, 2014.....	30
Table 18 Duty systems in the fire service, 2015	31
Table 19 Fire service duty systems principals.....	32
Table 20 Overview of Fire Brigade staff public holiday arrangements, July 2014	33
Table 21 Unsocial hours payments in the fire service, 2014.....	33
Table 22 Most common unsocial hours’ payments for IT and e-commerce staff, 2013	35
Table 23 Examples of unsocial hours payments for IT and e-commerce staff, 2013.....	35
Table 24 National terms for unsocial hours working payments in local government, 2014	36
Table 25 Examples of unsocial hours payments in local government in England and Wales, 2014/15	39
Table 26 Examples of night/twilight premia in local government in England and Wales, 2014/15.....	39
Table 27 Examples of bank holiday premia in local government in England and Wales, 2014/15	39
Table 28 Examples of overtime premia in local government in England and Wales, 2014/15	39
Table 29 Examples of weekend premia in local government in England and Wales, 2014/15	39
Table 30 Example shift payments among pharmaceutical companies 2014	40
Table 31 Examples of overtime premia in pharmaceuticals, 2014	41
Table 32 Unsocial hours payments for police officers, 2014.....	42
Table 33 PSPRB on-call and standby allowances under Fair and Sustainable, 2014.....	43
Table 34 Examples of unsocial hours premia for clinical staff at private hospitals and health centres	47
Table 35 Typical unsocial hours payments in public transport, 2014.....	50
Table 36 Most common unsocial hours payment in restaurants, pubs and fast food, 2014.....	52
Table 37 Examples of night/twilight premia in restaurants, pubs and fast food, 2014	52
Table 38 Examples of bank holiday premia, 2014.....	52
Table 39 Examples of overtime premia, 2014.....	52
Table 40 Most common unsocial hours payments for retail assistants, 2014	53
Table 41 Unsocial hours payments for retail pharmacists at Boots, 2012	54
Table 42 Most common unsocial hours premium payment for drivers, 2013	55
Table 43 Unsocial hours payments for warehouse workers, 2013.....	55
Table 44 Pay arrangements for unsocial hours payments at BMI Healthcare, 2014.....	62
Table 45 Unsocial hours payments at Camden Council, 2014.....	65
Table 46 Past and future changes to operating hours at Devon Air Ambulance Trust.....	72
Table 47 Working arrangements and unsocial hours pay at Devon Air Ambulance Trust, 2014	75
Table 48 Unsocial hours payments at London Underground, 2014	77
Table 49 Office-based staff occasional shift allowances at NMUK, 2014	81
Table 50 Manufacturing staff shift premia at NMUK, 2014.....	81
Table A Salary levels (Source: IDSPay.co.uk).....	iv

Overview

- Premium payments on top of basic pay have traditionally been used to compensate staff for working unsocial hours. However, across most sectors of the economy unsocial hours working arrangements and the associated premiums have changed in recent years as 24/7 operations have become more prevalent.
- Overall premia are highest for Sunday and then night working, than for unsocial hours worked on Saturdays. Payments for unsocial hours working are typically higher for junior staff than senior staff (as a proportion of basic pay), and in some cases senior staff do not receive any premia,
- However, the level and incidence of unsocial hours payments vary by sector and type of work. Often variations in unsocial hours payments arise from the type of labour being employed and the cost pressures on employers – with a broad distinction between skilled and unskilled (i.e. skilled workers tend to receive higher premiums than unskilled staff).
- The labour markets in which organisations operate, and therefore the demographic characteristics of workforces, are important too. For example, in engineering (and manufacturing more broadly), shift working is common, and semi-skilled and skilled workers generally receive percentage premiums on top of their basic pay as compensation. And white-collar workers in engineering are more likely than white-collar workers in other sectors to receive overtime pay. There is little evidence of generalised downward pressure on shift premiums in engineering. In pharmaceutical manufacturing the highest premiums are for patterns where nights or weekends are included.
- By contrast, retail is an area of the economy where, over the past two decades or so, opening hours have been extended. At the same time, the expansion of higher education created a ready supply of labour for whom weekend working was often the only way of combining necessary work with their studies; and since most students do not have dependents, they were perhaps less likely than other employees to regard weekend working as ‘unsocial’.
- In retail, therefore, there has been a trend towards reducing premiums for weekend working. Saturdays are often paid at plain time but Sundays are still likely to be paid at T+ 50%. Bank holidays, meanwhile, are almost as likely to be paid at T+100% as T+50%. Overtime is rare, but nights are still paid as unsocial hours. Our analysis of night payments in retail shows an average of T+27% where they are paid as additional premiums, and T+32% where they have been consolidated.
- Call and contact centres are an area of work that has grown over the past two decades. Of those centres that operate on a 24/7 basis, our research shows four-fifths pay enhancements for unsocial hours working. Unlike retail, the premiums for weekends and

bank holiday working are generally higher than for nights. The most common approach is percentage premiums, but some pay flat-rate allowances.

- An area of the economy that has seen changes in premiums for unsocial hours working recently is local government. This is against a backdrop of reductions in central government funding, in many cases greater than in other parts of public services. As a result many councils have sought to make savings on pay and conditions for staff.
- The main change in local government has been for employers to reduce overtime premiums, and many councils have also increased their 'core hours', thereby limiting the scope for overtime working. The other main change is that many local authorities have reduced the window for night premiums. While some councils have reduced premiums for weekend working, few have altered bank holiday premiums. Outsourcing, e.g. of leisure services, may have made for smaller proportions of staff working unsocial hours.
- The circumstances affecting payments in care and nursing homes are similar to local government, since councils provide most of this sector's funding. Here, our research has shown a trend towards consolidation (especially for night premiums) as funding is squeezed and providers are forced to make cost-savings. Nevertheless just under half of our sample continues to pay night premiums, and while the terms vary, T+33% appears to be the most common premium, with no variations between care and nursing staff.
- Private hospitals appear to mirror the NHS provisions on unsocial hours payments to some degree, in large measure because they rely on staff from the NHS and are therefore compelled to provide terms similar to Agenda for Change if they are to be successful in recruiting, retaining and motivating staff, particularly nurses.
- In some areas, very highly-paid employees do not receive any enhancements. Here the assumption seems to be that basic pay (and bonuses, where paid) are sufficient compensation for any inconvenience arising from instances of unsocial hours working. For example, this appears to be the case with actuaries, where basic salaries are very high, starting at around the top decile of earnings (£50,000 on average at qualification and rising to over £85,000 for senior consultants, with senior partners receiving over £200,000), and bonuses start at 10% of salary, making up an even greater proportion of remuneration with experience/seniority.
- Some of the same dynamics appear to operate in the air ambulance sector, where neither pilots nor managers (operational and clinical) appear to receive enhancements. However paramedics generally receive the relevant NHS terms. Paramedics here are usually either seconded from the NHS or work part-time for air ambulances, while doctors are usually either volunteers or work for the local NHS Trust, in which case they usually receive NHS terms for unsocial hours. There appears to be a strong acceptance of the need to provide a service on a seven-day basis amongst staff in the sector that is

entirely focused the need to provide patient care when it is needed, i.e. every day of the week.

- In air transport more broadly, payments are based on flight length, with long-haul flights, which most affect circadian rhythms/body clocks and can extend into night-time attracting the greatest enhancements. Payments are worth most to cabin crew, typically T+25% for domestic flights and T+50% for international flights. Pilots' payments vary by seniority, with captains receiving less on average (T+14%) than first officers (T+17%).
- In some areas of the economy, the introduction of 'annual hours' – which allowed hours to vary within an annual window – saw the consolidation of unsocial hours payments into basic salary. However in some cases employers have had to reintroduce some element of enhancement as compensation for the inconvenience involved in either working unsocial hours or being on-call at these times. This appears to be the case in breakdown services, with one major firm that moved to annual hours subsequently introducing a flexibility allowance and contractual overtime, over and above the annual hours limit.
- In public transport, the legacy of privatisation means that patterns are hard to identify, but unsocial hours payments, particularly for shift-working, remain common. We have detected something of a trend towards Sundays and rest days attracting a greater premium than Saturdays.
- In central government shifts are unusual but standby and call-out arrangements are important for the work of a number of departments and agencies, e.g. the Department for Environment, Food and Rural Affairs and the Environment Agency. Most make retainer payments for standby and overtime is paid for the hours worked as a result of on-call arrangements.

Table 1 Overview of research findings on typical unsocial hours and overtime payments by sector						
Sector	Night window	Nights/evenings	Saturdays	Sundays	Bank holidays	Overtime
Actuaries						
	N/A	T (evenings)	N/A	N/A	N/A	TOIL
Air ambulances						
- pilots	N/A	T	T	T	T	TOIL
- paramedics	AfC	AfC	AfC	AfC	AfC	TOIL or AfC
- senior managers	None	None	None	None	None	None
- doctors/consultants	Varies depending on contract between air ambulance and the individual doctor and/or their NHS trust. Some volunteers who receive none					
Airline industry						
-pilots	T+14% average for captains; T+17% average for first officers					
- cabin crew	T+25% for domestic flights; T+50% or more for international flights					
-customer service	Range T+5%-T+25%					
-engineering	Typical shift premia T+8%-T+12% for technicians; T+6%-T+8% for supervisory/junior managers; none for senior/middle managers					
-operations	Varies by airport and airlines, worth around T+10%-T+15% at larger airlines					
Breakdown services						
- Forecourt and garage staff*	9.30pm to 5.30am	T+33%; T+100% Sat and Sun	Shift patterns; two-shift, 15%; three-shift, T+25%			T+50%; T+100% Sun
Call centres						
- call centre agents	8pm to 8am	T+10%-T+50%	T+5%-T+40%		T+15%-T+100%	T+35%-T+100%
Care homes						
- care and nursing staff	8pm to 8am	T+33% or cons.	T+33% or cons.	T+50% or cons.	T+50% or T+100%	-
Central government						
- below management	8pm to 8am	-	-	T+100%	T+100%	T+50%; T+100% Sun
Engineering						
- manual workers	10pm to 6am	Typical shift premia T+33% for continuous shifts covering days and nights, 7 days; 33% for night shifts			T+100%	T+50% Mon-Sat; T+100% Sun
- white-collar staff	10pm to 6am	See overtime	See overtime	See overtime	See overtime	As above
Fire service						
- operational staff	Shift duty covers shifts 24 hours, 7 days no premia				T+100%+TOIL	T+50% (T+100% Bank hols.)
- station managers	Shift premia 20% (flexible duty system)				TOIL	None

Overview of research findings on typical unsocial hours and overtime payments by sector cont'd						
Sector	Night window	Nights/evenings	Saturdays	Sundays	Bank holidays	Overtime
IT and e-commerce						
- IT and e-commerce staff	Call out payments for evenings and weekends vary significantly					T+50% Mon-Sat; T+100% Sun
Local government						
- national terms	8pm-6am	T+33%	T+50%	T+50%	T+100%+TOIL	T+50% Mon-Sat; T+100% Sun
- local terms	10pm-6am	T+33%	See above but some examples of variations (+/-) and consolidation			T+50% Mon-Sat; T+100% Sun
Pharmaceuticals						
- manufacturing staff	Typical shift premia 37% for continuous; 31% for nights; 24% for three-shift; 16% for two-shift					T+50% Mon-Sat; T+100% Sun
Police						
- federated ranks	8pm-6am	10%	T	T	T	T+33% (casual); T+50% (planned)
Prison service						
- operational staff	Unsocial hours payment worth T+17% (fair and sustainable contract); consolidated (closed scales)					
- managers	Unsocial hours payment worth T+15% (fair and sustainable contract); cons. + Required Hours Addition of £5,529 (managers E-G) (closed scales)					
Private hospitals						
- nursing & care staff	Common in the independent hospitals sector, paid at lower rates than in the NHS					
- doctors & consultants	Very few directly employed					
- consultants	Self-employed, unsocial hours work by consultants covered by fees charged					
Restaurants, pubs and fast food						
- hourly-paid staff	-	T	T	T	T	T
Retail						
- retail assistants	11pm-6am	T+27% (T+32% inc. cons.)	T	T+50%	T+50%	T+50%
Road transport						
- drivers	-	T+20%	T	T	-	T
- warehouse workers	10pm-6am	T+30% (T+36% inc. cons.)	T	T (T+20% inc. cons.)	-	-

*As set out by the Motor Vehicle Retail and Repair National Joint Council agreement (see section 2.4).

Definitions:

T = plain time; TOIL = time off in lieu; Cons. = consolidated; AfC = NHS Agenda for Change pay system.

Table 2 Unsocial hours and overtime payments for the case studies						
Organisation	Night window	Nights/evenings	Saturdays	Sundays	Bank holidays	Overtime
BMI Healthcare*						
- directly employed staff	After 7pm	Range T to T+100% depending on staff group/site	Range T to T+100% depending on staff group/site	Range T to T+100% depending on staff group/site	Range T to T+100% depending on staff group/site	Varies by site, but most commonly T+50% Mon-Fri; T+100% Sat & Sun
Camden Council**						
- service provider staff*** - practitioners & managers	10pm to 7am, Mon-Fri****	T+23% TOIL	T+23% (after 5pm) TOIL	T+23% (after 5pm) TOIL	T+10% (T+50%) TOIL	T+10% (T+50%) TOIL
Devon Air Ambulance Trust						
- paramedics	7pm to 7am	T+25%	T+25%	T+25%	T+25%	TOIL of AfC rates*****
- pilots	7pm to 7am	T	T	T	T	TOIL
- operational managers	7pm to 7am	TOIL	TOIL	TOIL	TOIL	TOIL
- head office & shops	6pm to 8am	TOIL	T	TOIL	TOIL	TOIL
London Underground						
- admin and office staff - operational staff - management	-	TOIL Consolidated Consolidated	T+50% Consolidated Consolidated	T+100% Consolidated Consolidated	n/a Consolidated Consolidated	TOIL T+25% TOIL
Nissan Manufacturing UK						
- office staff	10pm to 6am	33% or 20%	See overtime	See overtime	See overtime	T+50% Mon-Sat;
- manufacturing staff	10pm to 6am	Shift premiums	Shift premiums	Shift premiums	Shift premiums	T+100% Sun
- senior staff	10pm to 6am	33% or 20%	See overtime	See overtime	See overtime	£9,811 a year

*Terms vary by site.

**In addition some staff are eligible for T+15% if working a highly disruptive working pattern, or T+10% for 'lower' levels of disruption.

***Normal hours are defined as between 7am and 10pm, Mondays to Fridays, and 8am to 5pm on Saturdays and Sundays.

****Staff below point 25 (current salary up to £22,212).

*****Paramedics most commonly opt for payment at AfC overtime rates.

Definitions:

T = plain time; TOIL = time off in lieu; AfC = NHS Agenda for Change pay system.

1 Introduction

Incomes Data Services (IDS) was commissioned by the Office of Manpower Economics (OME) to prepare a report examining seven-day working practices and payments in a range of sectors on behalf of the NHS Pay Review Body (NHSPRB) principally. The report was also intended to inform the Review Body on Doctors' and Dentists' Remuneration (DDRB).

1.1 Summary of work

The report outlines unsocial hours working practices and payments in a number of key sectors. It also seeks to understand the barriers to seven-day working and employers' approaches for overcoming or managing these barriers.

The sectors covered by this report are as follows:

- Actuaries
- Air ambulances
- Airline industry
- Call centres
- Care homes
- Central government
- Engineering
- Fire service
- IT and e-commerce
- Local government
- Pharmaceuticals
- Police
- Prison service
- Private hospitals
- Public transport
- Restaurants, pubs and fast food
- Retail
- Road transport

The NHS has an extremely varied workforce with a broad spectrum of skill levels and responsibilities, ranging from manual workers through to medical and dental consultants and senior managers. The sectors covered by this report aim to provide comparators for a range of different types of jobs found in the NHS. For example, actuaries provide a broad comparator for doctors based on job weight, similarly the retail sector provides comparators for NHS jobs at the other end of the job weight spectrum.

1.2 Methodology

In order to meet the objectives of the research we used a combination of research methods: desk research pulled together existing knowledge of and information on seven-day working practices in a number of sectors held by IDS, and primary research provided information for other sectors. In-depth case studies provide qualitative information on seven-day working practices and payments and were conducted by IDS research staff in December 2014. For details of the methodology and sample sizes for each sector see Appendix 1.

2 Sector summaries

In this section of the report we outline seven-day working practices and payments by sector.

2.1 Actuaries

IDS set out to establish whether there is formal seven-day working in the actuarial sector and whether any specific allowances or payments are made to employees who work outside normal office hours. There is very limited evidence on working practices in the sector. The only major salary survey in the sector, produced by XpertHR, does not contain data on working hours or payments for unsocial hours.

The professional body for the sector, the Institute and Faculty of Actuaries (IFA), does not advise members or collect information on working practices. While both the Annual Survey of Hours and Earnings and the Labour Force Survey contain data on pay and hours of work for actuaries, economists and statisticians, the Office for National Statistics will not produce data for actuaries alone, due to very small sample sizes.

Our research, which is based on discussions with sector bodies, recruitment agencies and employers, suggests there is no formalised seven-day working in the sector, although there is some evidence of a 'long hours culture' at some organisations and we have found no evidence that unsocial hours payments or overtime pay are common. Furthermore, pay data for the sector indicates this is a well-paid profession with an expectation that staff work requisite hours (see Table 3).

Nights/evenings	T
Weekends	n/a
Bank holiday	n/a
Overtime	TOIL

Job level	Average salary £	Average bonus £
Student actuary	36,842	2,781
Qualified actuary	50,007	5,287
Senior consultant	86,422	16,590
Senior partner	209,292	79,830

Source: XpertHR 2014 actuaries and actuarial students salary survey

2.2 Air ambulances

There are 20 ambulance charities (two run by the same organisation) providing pre-hospital emergency care across the UK, technically known as helicopter emergency medical services (HEMS). In Scotland there is one air ambulance charity, the Scottish Ambulance Service, launched in May 2013 which provides a service for the whole of Scotland.

The organisational structure of the charities varies considerably. Some, such as Cornwall Air Ambulance, are entirely fundraising organisations and do not employ any operational staff. In these organisations clinical staff are contracted from NHS ambulance trusts, and pilots and other aviation support staff are contracted from specialist aviation companies, along with the helicopters. Others directly employ both clinical and aviation staff, holding responsibility for compliance with regulatory bodies themselves. There are many variations in between these two different models of delivery.

The geographical context and healthcare delivery model also varies. In London, for example, the service deals exclusively with trauma cases within the M25. In more rural parts of the UK, the service is more medically-focused, with incidents more typically a cardiac arrest, stroke or fall of an older person, although trauma cases such as road accidents will also form part of the caseload. This is significant in determining the type of clinical and medical staff that the charities employ or use. For example, the service is more likely to be paramedic-led in rural areas (such as the South West) where a doctor or consultant is not needed at every incident, whereas the London service model is based on a doctor-paramedic partnership.

All air ambulances work in close partnership with nearby NHS trusts and many second all or many of their clinical and medical staff from the NHS or benefit from NHS staff that volunteer their time. The details of the relationship will normally be set out in a contract between the charity and the trust. One exception is the Air Ambulance Service, which runs Warwickshire & Northamptonshire Air Ambulance and Derbyshire, Leicestershire & Rutland Air Ambulance (not included in the research sample) which states that it directly employs all clinical and medical staff. NHS ambulance trusts are responsible for clinical triaging of calls. There are differing arrangements for helicopter dispatch; sometimes a HEMS dispatch team operates from the NHS ambulance trust, but may be funded by the charity.

All the air ambulance charities provide a service seven days a week, but operating hours vary, depending on funds raised, the service needed and technical capabilities to fly during hours of darkness. Many have gradually lengthened operating hours since they were first launched. While a small number are trialling, or planning to trial, night flying, the vast majority fly only during daylight hours with common operating hours being 7am to 7pm (usually shorter in the winter months and longer in the summer).

Night flying was not permitted until a change of safety and regulatory requirements (Safety Directive-2012-04) was published by the Civil Aviation Authority in October 2012. Flying at night requires a specially equipped helicopter as well as different training and equipment for personnel. Kent, Surrey and Sussex Air Ambulance Trust state that it is the only air ambulance service in the UK to operate a 24-hour service. There is a lower need for the service at night. Research carried out by the Trust found that approximately one to two patients per night would benefit from a service available during the hours of 7pm to 7am.

At our sample of nine of the air ambulance charities, the most common staff groups are:

- **Pilots:** Pilots are usually engaged through a contract with a specialised aviation provider but a minority of charities employ pilots directly. Not every air ambulance charity in our sample was able to provide details of pilots' terms and conditions (which is seen as a matter for the contractor), but of those that did supply it, there were no instances of unsocial hours premia on top of a basic salary for working weekends, evenings or bank holidays. For example, at the Devon, London, Essex and Hertfordshire and Cornwall air ambulance charities pilots are paid a flat-rate salary regardless of working pattern and some respondents noted that this is the norm in the sector.
- **Paramedics:** While most air ambulance services use paramedics who also work for the local ambulance service, their employment status and the funding of their salaries depend on the particular local arrangement between the ambulance service and the charity. Whether seconded full-time or working part-time for the air ambulance charities alongside road shifts for the local ambulance trust, paramedics commonly receive the specific unsocial hours allowance enhancements for ambulance staff under Agenda for Change, but there are some variations in how it is treated. At Devon Air Ambulance paramedics receive the maximum unsocial hours allowance (T+25%) even though they do not always perform sufficient unsocial hours to qualify for this (see case study), while at Lincolnshire and Nottinghamshire paramedics are paid T+17%. At Magpas Helimedix most paramedics are volunteers who work alongside road shifts for the ambulance trust.
- **Consultants and doctors:** Some air ambulance charities use consultants and/or doctors that volunteer their time, especially those services that are paramedic-led, as in the case of Devon Air Ambulance Trust (although the charity is planning to introduce payment out of gratitude in future). Others, however, use the services of doctors in training that remain employed by the NHS Trust and are paid by the NHS trust their usual banding supplements for unsocial hours work (usually funded by the air ambulance charity). At Magpas Helimedix there are both volunteer doctors and those in the latter group, who join the charity full-time as part of their training programme rotation. At Essex and Hertfordshire Air Ambulance, four pre-hospital doctors are supplied and employed by Barts Hospital NHS Trust (the cost is covered by the charity) and paid under the terms

and conditions set by the Review Body on Doctors' and Dentists' Remuneration. A minority of air ambulance services employ consultants and doctors directly and pay them on a contractual basis, although we have not been able to collect any information relating to payments for doctors who are actually employed by air ambulance services. Air Ambulances are also required to have access to a rota of senior clinicians available for on-line medical advice.

- **Senior operational and clinical managers:** Air Ambulance charities usually employ an operations director and a clinical director (and often a medical director), although these posts are often filled with staff seconded from NHS trusts. In all the examples from our sample where they are employed directly, they receive a flat-rate salary and no unsocial hours premium despite the fact that they often work on Saturdays and Sundays in line with flying operating hours. This is the case for the medical director, clinical director and two clinical managers at Essex and Hertfordshire Air Ambulance, for example.

Overtime

Arrangements for overtime vary by the occupational groups above. TOIL is widely used to compensate managers and head office staff. HEMS pilots' working hours are limited to 60 hours per seven days. If a pilot exceeds their hours, they must reclaim the time during the next shift in order to maintain compliance.¹ Most clinical staff are covered by Agenda for Change arrangements, or TOIL is used as an alternative.

Changes and challenges

Some air ambulance services noted that the need for unsocial hours working was accepted and agreed during the recruitment process. Most of our sample had no plans for change, except London's Air Ambulance which has plans to extend operating hours from March 2015.

	Pilots¹	Paramedics	Doctors and consultants²	Senior operational and clinical managers
Nights/evenings	T	AfC (rates for ambulance staff)	Varies depending on contract between air ambulance and the individual doctor and/or their NHS trust. Some volunteers receive no payments	None or AfC
Weekends	T	AfC (rates for ambulance staff)		None or AfC
Bank holiday	T	AfC (rates for ambulance staff)		None or AfC
Overtime	TOIL where applicable	TOIL or AfC		TOIL or AfC

¹ Only a minority of air ambulance charities employ pilots directly.

² Some air ambulance charities use consultants and/or doctors that volunteer their time.

¹ Association of Air Ambulances, *Framework for a High-performing Air Ambulance Service*, 2013.

2.3 Airline industry

In the airline industry payments for working shifts and unsocial hours vary depending on the employee group, between airlines and airports, and between large and small airports. Payments for working unsocial hours often take the form of fixed amounts which vary by work pattern but not by grade or seniority. Consequently, the value of these payments decline as a proportion of salary for supervisors, managers and highly-qualified specialists.

For example, flight crews receive 'sector' or 'duty' pay, which generally increases with the length of flight. Overall, the value of these payments are worth the most to cabin crew members employed on relatively low wages at between £14,000 and £19,000² compared to pilot captains employed on median salaries of around £95,000 a year.

At the smaller regional airports it is quite common to find that any payment for working extended days and weekends has been consolidated into the basic salary.

Working patterns typically cover extended day working – 6am to 12 midnight – across all seven days of the week. There is night working but it constitutes quite a small proportion of total working hours. If anything, the recession has led to a cutback by airlines on the number of night flights, at least on the passenger side.

Across all of the groups a premium of around T+15% appears to provide a floor at the semi-skilled level covering customer service and operations. Engineering roles attract a slightly lower premium but this reflects the lower incidence of weekend working in this area.

Pilots

At smaller domestic airlines the added pay for captains may only be worth around T+6% of basic salary but rises on longer routes. For example, at a large European short-haul carrier the added flying duty payment is worth T+14% of basic pay but can stretch to as much as T+40% in some instances.

Working hours for pilots are covered by regulations, issued by the European Air and Space Agency and implemented in the UK by the Civil Aviation Agency, which limit the maximum flying time to 900 hours per year. Flying time is measured from 'chocks away' to the time that the aeroplane has come to a complete standstill and is parked. In practice, the number of flying hours for captains in the UK, across a number of different types of airlines, ranges from 560 to 823 hours a year. Duty hours take into account flight preparation times and mandatory training. Duty hours range from 1,300 to 1,500 hours a year.

² Based on advertised salary information.

Cabin crew

Duty pay is generally higher for cabin crew than for pilots but again varies by type and length of flight. Generally, the working does not include night time working and weekend working varies between seasons. It appears that T+25% is not unusual but it can be as high as T+50% or more. We have very little data on long-haul cabin crew duty payments but it is expected to be at the upper end plus cabin crew can earn additional payments through in-flight sales.

Employee group	Work pattern	Payment type	Details of shift/unsocial hours payments
Pilots	Continuous days	Multiples of fixed monetary unit	At a large airline paying at the median basic salary with a mix of domestic and international short haul flights the average unsocial hours payment is T+14% of basic salary for a captain and T+17% for a first officer
Cabin crew	Continuous days	Multiples of fixed monetary unit	Worth around an extra 25% for domestic flights and 50% or more for international flights
Customer service	Continuous days	Fixed amount	Range from T+5% to T+25%
Engineering	Largely extended days, Monday to Friday	Fixed percentage or fixed amount by work pattern	Typical values range between T+8% and T+12% for technicians, falling by around a third to between T+6% and T+8% for supervisory/junior management. Middle and senior management work significantly less unsocial hours and tend not to receive a premium
Operations	Continuous days		Wide range of practice. At smaller regional airports payment is consolidated. At the larger airlines payment is worth around T+10% and T+15% for supervisory/junior management level

<ul style="list-style-type: none"> – Early start is defined as between 5.00am and 06.59am; late finish is between 01.00 and 01.59am; night duty occurs between 02.00am and 04.59am. All of these times are in the time zone to which a crew member is acclimatised. – No more than three consecutive early/late/nights duty periods and a maximum of four in any seven day period – A consecutive run can only be broken by a rest period of at least 34 hours – A rest day must include two local night periods, and each extended rest period must be a minimum of 36 consecutive hours. The maximum period between the end of one extended rest period and the start of another is 168 hours. – Pilots will be limited to flying no more than eight or nine hours, depending on when their shift starts. – Flying hours starts from when the plane first starts to move – ‘chocks away’ – and ends when the plane comes to a complete rest at the end of the same flight. There is a maximum of 900 flying hours in a calendar year or 1,000 hours in any consecutive 12-month period. – Duty hours include flying hours plus flight preparation time, time spent on training, all standby duty hours at an airport and 25% of standby duty hours away from the airport. The maximum length of a single period of duty is 16 hours. There is a maximum of 190 duty hours allowed in any 28 consecutive days. – Additional rest periods may apply to take account of the cumulative fatigue arising from differences in time zones and changes in home base. – Pilots away from home base must have a minimum of 10 hours rest between each shift, and eight of those hours must be uninterrupted sleep. Before, pilots could spend that time showering, eating or commuting between the airport and hotel. The minimum rest period at home base is 12 hours

Table 8 Details of unsocial hours premia in the air transport industry					
Company	Payment type	Working time	Nights	Saturday	Sunday
Air traffic control					
C	Fixed percentage	Full rotational shifts	20%		
E	Fixed percentage		75%	12.50%	
G	Consolidated				
W	Consolidated				
X	Fixed amounts by work pattern and grade	Continuous days with a few nights	Air traffic services assistant (ATSA) - entry, 15%; ATSA - supervisory, 11.2%; air traffic controller (ATCO) - lower, 7.8%; ATCO higher, 6.6%; ATCO supervisory, 6%		
Cabin crew					
K	Fixed amounts by work pattern and grade	Continuous days with a few nights	Flight Attendant: short route, 26%; long route, 49%. Cabin Manager: short, 24%; long, 45%		
M	Fixed amounts by work pattern and grade	Continuous days with a few nights	Payment for overnight stops: median 5%, upper quartile 7.5% but can be as high as 12% depending on frequency	Median duty pay is worth 25% of pay basic salary; range 4% to 40%.	
Customer service					
B	Fixed amounts by work pattern	Continuous days with a few nights	Sunday to Friday, 6.2%; Saturday, 10.1%	4.8%	6.20%
E	Fixed amounts by work pattern	Continuous days with a few nights	Passenger service agent, 24%; lead agent, 20%; call centre agent, 9%		
P	-	-	Passenger service agent, 14%; call centre agent, 15%		
Engineering					
C	Fixed percentage	Full rotational shifts	10%		
D	Fixed percentage	Full rotational shifts	17.5%	17.5%	-
F	Fixed percentage	24/7	20%		
F		Full rotational shifts	14%		
H	Fixed amounts by work pattern	-	Single licence engineer, 24.9%; dual licence engineer, 21.7%; supervisor, 18.8%		
J	Consolidated				
L	Consolidated				
O	Fixed amounts by work pattern	Continuous days with a few nights	Technicians, 10.5%; supervisory and managerial, consolidated		
P	-	-	Technician, 12%; supervisor, 8%; middle manager, 4.6%		
Operations					
B	Fixed amounts by work pattern	Continuous days with a few nights	Sunday to Friday, 6.27%; Saturday, 10.15%	5%	6.25%
C	Fixed percentage	Full rotational shifts	10%		
D	Fixed percentage	Rotational shifts	17.50%	17.5%	

Details of unsocial hours' premia in the air transport industry cont'd					
Company	Payment type	Working time	Nights	Saturday	Sunday
G	Consolidated				
E	Consolidated				
L	Consolidated				
P	-	-	Supervisory/ junior manager, 12%; middle and senior managers, consolidated		
T	Fixed amounts by work pattern	Mainly extended days	Operative, 21%; lead operative, 18%; team leader, 15%; junior manager, 10%. Senior managers do not work shifts		
Pilots					
K	Fixed amounts by work pattern and grade	Continuous days with a few nights	16% for overnight stay	Captains: short route, 6.4%; extra long, 20%. Average payment is 14%, Senior FO average is 15% and FoS it is 16.7%. Paid for all duty hours and not just weekends	
M	Fixed amounts by work pattern and grade	Continuous days with a few nights	Overnight stop: Captains 2% of basic; FOs, 4%	Duty pay: Captains median 6%; LQ, 4%; UQ, 8% of basic; FOs median, 12%; LQ, 9%; UQ, 13%	
N	Fixed amounts by work pattern and grade	Continuous days with a few nights	-	Captains: between 52% and 60% sector pay. First Officers: between 125% and 144% of basic.	
Security					
A	Units calculation matrix with fixed unit value	Continuous days with a few nights	Security, 15%; fire fighters, 14%; supervisory/watch managers, 10%; middle managers 3%; senior managers, zero		
D	Fixed percentage	Full rotational shifts	17.50%	17.5%	-
J	Consolidated				
L	Consolidated				

2.4 Breakdown services

The breakdown services sector is split between a few major employers on the one hand - the Automobile Association (The AA), the RAC and Green Flag, which, between them, are estimated to represent a market share of 90.8% in terms of revenue³ – and smaller local garages on the other.

Annual hours at the AA

IDS research shows that the AA operates annual hours⁴. Approximately 6,900 staff in road operations division (patrols, recovery patrols and technicians) and the customer contact centres (breakdown, AA membership and AA insurance) are on annual hours contracts (around 77% of the total workforce).

Annual hours were originally introduced to the AA's Patrol and Recovery service in 1996. They were further rolled out to its customer telephone contact centres in 1997/8. They were originally introduced into the business with an incentive where employees were offered £1,000 to move onto the new contracts and system. They were, together with other contractual changes, part of a new 'customer-driven roster' system, using breakdown and call-out data to establish business peaks and troughs. Arrangements were negotiated with the AA Section of APEX, which was part of the GMB⁵.

Annual hours were considered a more modern and flexible means of matching resources to customer demands. The AA believed annual hours offered a better and more efficient way of rostering its workforce that would help it maintain high standards of customer service by having the right number of people on call at the right time.

Employees are contracted to work a minimum of 1,885 hours (net of holiday), which is equivalent to 36.25 hours a week (net). Some patrols are also contracted to work 195 hours of 'contractual overtime', which is built into their annual roster and for which they receive an additional payment in their salary. Other patrols have instead opted into a new 'pay per job' arrangement for hours worked over the contract. These employees are paid for each completed job based on a scale of job complexity and time.

Employees are paid an all-inclusive salary in 12 equal instalments. When annual hours were introduced, no existing allowances were consolidated into salaries. However, disruptive and

³ Vehicle Breakdown Services Market Report, Key Note, 2014.

⁴ This was last monitored in 2011 as part of the IDS Annual Hours Study.

⁵ The AA has since changed its recognition status and now has an agreement with the Independent Democratic Union (IDU).

overtime working were claimable in arrears. Subsequently, contractual overtime and a flexibility allowance were introduced for patrols so employees would be compensated for working unsociable hours and scheduled overtime.

A flexibility allowance was also introduced in customer telephone contact centres to compensate employees for working unsociable hours. This ranges in value depending on the level of flexibility chosen by the employee. Overtime for contact centres is paid, up to a maximum of T+250%, depending on when and where the overtime is worked.

In 2002, in response to employee feedback by patrols, the AA introduced a 'buy-back' scheme to enable employees to flex their annual hours. This gave the option of electing to buy holiday or sell it back to the company. This is subject to a minimum number of hours' leave (driven by holiday legislation) and a maximum number of hours, determined by the business. The aim is to assist with individual lifestyle requirements. It allows a small reduction in the total number of hours worked, if chosen.

All hours are rostered over fixed shift patterns to meet customer demand or operational opening hours. There are no reserve hours in place. Employees work a wide range of shift patterns, depending on business area and their needs, including: four on, four off; five on, two off; six on, three off; seven on, four off; and any five from six days.

Motor Vehicle Retail and Repair

Employers within the motor industry more widely may follow the national agreed minimum terms for workshop technicians, forecourt attendants and mechanics. IDS last monitored this agreement in 2010 and it details shift allowances and night premia as shown in the table below.

Shift	Details	Payment
Two-shift	Typically double days (eg one week early start, one week late finish rotating)	T+15%
Three-shift	Typically early, late and night shift rotating	T+25%
Night shift	9.30pm-5.30am, Monday to Friday 9.30pm-5.30am, Saturday and Sunday	T+33% T+100%
Overtime	Before and after agreed shift hours	T+50%, T+100% on Sundays

2.5 Call centres

Call centres increasingly provide customer service outside of traditional office hours, thus requiring call centre operators to work unsocial hours. The 2014 IDS survey of 51⁶ call and contact centres showed that 81% operate outside of the weekday hours of 10am to 6pm, and 96% provide their service beyond the traditional 9am to 5pm, Monday to Friday. Despite this, just 40% of respondents reported paying unsocial hours premia to staff. This may be because the concept of 'normal' hours does not prevail in an industry where employees do not expect to work to previously conventional patterns. However, the decline in the number of companies paying premia for unsocial working in recent years also reflects a broader trend away from premium pay in other sectors where unsocial hours are common, such as retail and social care. Where premia are paid, it tends to be at call centres that operate seven days a week, most commonly where they are open 24 hours a day.

Call centre operating hours

Our survey shows that operating hours for UK call centres vary widely, from 'traditional' office hours to round-the-clock operation. However, the majority of call centres surveyed in 2014 are operational seven days a week. Almost 60% of respondents operate a seven-day week, with half of these companies operating 24-hours a day at one or more of their sites. A further 23% of companies are open six days a week. Even for those call centres which operate five or six days a week, the operating hours are rarely 9am to 5pm. Call centres often open for customers at 7 or 8am and do not close until 8, 9, 10 or 11pm, though there are often shorter operating hours at the weekend.

There is, however, a big difference between private sector and public sector operating hours. In the private sector the most common operating hours are 24 hours. In the public sector this figure is 8.5 hours a day⁷. Only two-fifths of public sector organisations surveyed were operational at weekends. In the private sector the figure is almost nine-tenths, with two-thirds open seven days a week.

Premium payments

A characteristic of call centre work is the need for employees to work unsocial hours, and a range of unsocial hours payments are made by employers to compensate. Some 40% of respondents to the 2014 survey told us that they pay some sort of premium to employees working specific shifts, for example at night or at the weekend. We have observed a gradual decline in the number of organisations paying premia for unsocial hours, down from 51% in

⁶ IDS survey of pay and conditions in call and contact centres was undertaken in June 2014 and received responses from 51 organisations, of which 33 operate in the private sector, 33 operate in the voluntary sector and eight operate in the public sector.

⁷ NHS111 run a 24/7 service but were not included in the research.

2013 to 40% in 2014. Some of this difference can be attributed to sampling variation, but there also appears to be a longer-term movement away from payments of premia. Similar trends are evident in other sectors, such as retail and social care.

Unsocial hours payments are most common in call centres that operate 24/7. Of these, 80% told us that they pay unsocial hours premia. In contrast, no organisations operating fewer than ten hours per day make unsocial hours payments to their staff. Additionally, large employers (those with more than 250 employees) are more likely to pay premia.

Where unsocial hours payments are made, the hours covered and the type of payment differs from one organisation to the next. Some organisations pay an additional percentage of basic salary per unsocial hour worked, others enhance the basic hourly rate with an extra flat sum of money, while others pay an annual or monthly allowance to compensate employees for rotating shift patterns which incorporate unsocial hours. The most common approach, taken by 40% of respondents, is to pay a percentage premium for hours worked during evenings, nights and weekends and these ranged between T+10% and T+50% for evening work, T+5% and T+40% for night work, T+15% and T+100% for weekend work, and between T+35% and T+100% for bank holiday working.

About a fifth of employers in our 2014 survey pay an annual flat-rate allowance for working unsocial hours. A further 16% of respondents take a hybrid approach, for example, using percentage premia for certain hours and annualised rates for others. Others include 'time off in lieu' or flat-rate payments for certain hours. This likely reflects different methods of compensation directed towards different employee groups i.e. those that work regular unsocial hours (e.g. nights) and those that work unsocial hours intermittently (e.g. bank holidays). The least common approach in the 2014 survey, operated by a few organisations, is to pay a fixed hourly rate for work between certain hours. These additions to the basic hourly rate average £1.55 an hour.

Unsocial hours premia typically vary depending on when the work is carried out, with work undertaken on weekends or bank holidays typically attracting a higher premium than evening work.

Table 10 Most common unsocial hours payments in call centres, 2014	
Evenings	Range T+10%-T+50%
Nights	Range T+5%-T+40%
Weekends	Range T+15%-T+100%
Bank holidays	Range T+35%-T+100%

Table 11 Examples of unsocial hours payments in call centres, 2014						
Organisation	Evenings	Nights	Saturdays	Sundays	Bank holidays	Call centre opening hours
Financial services						
Co-operative Bank	T+25%, 6pm to midnight	T+40%, midnight to 6am	T+35%, 6am to midnight	T+35%, 6am to midnight	T+35%, 6am to midnight	24 hours, 7 days
Fidelity Worldwide Investment	-	-	£350pa plus T+100%	-	T+100%	8am to 6pm Mon to Fri, 9am to 6pm Sat
Nationwide Building Society	Unsocial hours are rewarded by payments of up to £8,931 a year based on points system					24 hours, 7 days
Tesco Bank	T+10%, 10pm to 6am	T+10%, 10pm to 6am	T+15%	T+15%	-	24 hours, 7 days
Not-for-profit						
Money Advice Trust	£2,027pa after 6pm	£2,027pa after 6pm	-	-	-	9am to 9pm Mon to Fri, 9.30am to 1pm Sat
Sanctuary Housing Association	-	T+10%	-	-	-	24 hours, 7 days
Public sector						
Derbyshire Police	-	shift allowance	T+50%	T+50%	T+100%	24 hours, 7 days
DVLA	-	-	T+70%	T+100%	-	8am to 8.30pm Mon to Fri, 8am to 5.30pm Sat
Surrey County Council	T+20%, 8pm to 10pm	T+33%, 8pm to 6am	T+50%	T+50%	-	8am to 6pm Mon to Fri, 9am to 5pm Sat
Retail						
John Lewis Partnership	-	-	-	T+50%	-	8am to 9pm Mon to Fri, 8am to 8pm Sat, 10am to 5pm Sun
Telecoms and communications						
KCOM Group	-	£146pm, 9pm to 6am	-	-	-	24 hours, 7 days
Other sectors						
Allstate Northern Ireland	-	£1.50ph, midnight to 6am	-	-	-	24 hours, 7 days
Belron UK	£1.60ph after 7pm	£1.60ph after 7pm	£1.60 ph from 7pm	£1.60 ph from 7pm	£7.44ph	24 hours, 7 days
BOC	£8,438pa	£8,438pa	£8,438pa	£8,438pa	£8,438pa	24 hours, 7 days
FMG	£3,000pa, 6pm to 8pm	T+33.3%, 7pm to 7am	-	-	-	24 hours, 7 days
International SOS	-	T+5%, 8pm to 9am	-	-	-	24 hours, 7 days
Vista Retail Support	T+50% after 7.5 hours worked	-	T+50% plus day off in lieu	Day off in lieu	T+100%	7am to 7pm Mon to Fri, 8am to 6pm Sat, 9am to 5pm Sun

2.6 Care homes

In the care sector the premia for working unsocial hours are increasingly included in the base rate rather than awarded as an additional sum or percentage on top of basic pay. The 2014 IDS survey of the housing and social care sector found that around 70% of the 93 survey respondents pay higher rates of pay for some work outside normal working hours. Some of these organisations only pay a premium for working on Christmas Day or New Year's Day, but others pay additional premia for work carried out at night, over weekends and on other bank holidays.

Night and weekend working

Slightly over half the survey respondents (55%) told us that premium rates for working at night or over weekends are included in base pay. The other 45% of organisations reported paying an additional premium for both nights and weekends or for either nights or weekends. A quarter of organisations paid additional premia for night-time working and work on Saturdays and Sundays, and a fifth reported paying a premium for either nights or for weekend working.

We found little pattern as to when and where the unsocial hours premia are applied and the levels of the premia paid vary greatly, although it is less common for care assistants to receive an additional premium than for more senior staff.

Bank holidays

Over half (53%) of the respondents to our survey reported paying an additional premium to staff when they work over a normal bank holiday, and 70% paid a premium to care assistants, care supervisors and cleaners for working on Christmas Day or New Year's Day.

Bank holiday premia vary from T+25% at several organisations to T+200% for working on Christmas Day and New Year's Day, although typical premia are either T+50% or T+100%. Some organisations pay bank holiday premia as an additional hourly rate on top of basic pay (see table).

Registered nurses

Our research shows that where organisations pay premia for night, weekend and bank holiday work these do not vary for registered nurses. Of 91 organisations responding to the 2014 survey, 31 employ registered nurses and of these only one has separate arrangements for unsocial hours pay for nurses. In many cases an addition or premium has been consolidated into basic pay.

Nights/weekends	T+33% (where paid separately)*; majority pay consolidated rates
Bank holidays	T+50% or T+100%

*55% of respondents have consolidated rates for night/weekend work.

	Cleaning & catering staff	Care assistant	Care supervisor	Care home manager	Nurse
Bank holidays	T+50% or T+100%	T+50% or T+100%	T+50% or T+100%	T+100%	T+50% or T+100%
Christmas day	T+100%	T+100%	T+100%	T+100%	T+100%
New Year's day	T+100%	T+100%	T+100%	T+100%	T+100%

Organisation	Nights	Saturdays	Sundays	Bank holidays
Affinity Trust	–	T+10%	T+10%	T+100%
Avenues Group	T+33%	T+10%	T+10%	T+50% (T+33% NYD)
Clanmil Housing Association	T+100%	–	–	T+100%
Fisher Partnership	–	T+£2.00ph	T+£2.00ph	T+50% (T+100% Xmas Day)
Grwp Gwalia	T+20%	–	–	T+100%
Joseph Rowntree Housing Trust	T+33%	–	–	-
Kingsdowne	£7.42ph	T+50%	T+100%	T+100%
London Borough of Hounslow	T+33%	T+50%	T+100%	T+100%(+TOIL Xmas Day & NYD)
Lower Green	–	T+60pph	T+60pph	-
mcch Society	£9.80ph	–	–	T+100%
Oakfield (Easton Maudit)	£30.02 per shift	–	–	T+50%
Old Hastings House	–	T+50%	T+50%	T+100%(3T Xmas Day & NYD)
Old Shenfield Place	–	T+10%	T+10%	-
Pilkington Retirement Services	T+£1.50ph	T+£1.50ph	T+£1.50ph	-
Riverbank Care (The Warren)	T+£0.06ph	–	T+25%	T+25% (T+50% Xmas Day & NYD)
Saint John of God Hospitaller Services	–	T+50%	T+100%	-
Seren Group	–	£7.58ph	£7.58ph	-
Susan Day Residential Home	T+£0.20ph	–	T+50%	-
Vibrance	£8.94ph	£8.94ph	£8.94ph	T+50%
Whitepost Healthcare Group	–	T+88pph	T+88pph	-
Whitgift Foundation	T+33%	T+33%	T+33%	-
Winton House Residential Home	£10.43ph	£9.46ph	£9.46ph	-

2.7 Central government

Central government departments and agencies adopt a range of approaches for payments for unsocial hours working but most commonly they have overtime payments and standby and on-call payments.

Standby and on-call payments

In most cases, payments for standby duty vary according to the days of the week on which staff are required to be on standby. Organisations usually have three levels of standby payments to cover weekdays, weekends and bank holidays, with the highest allowances being paid on bank holidays. For example, DEFRA pay a standby allowance worth £7.99 per period on Monday to Friday, £22.72 on Saturday and Sunday and £28.72 on bank holidays. At the Highways Agency the respective allowances are worth £10.50, £24 and £29 per rostered period.

Organisation	Weekly	Monday to Friday	Weekend	Bank holidays
DEFRA	£85.39	£7.99	£22.72	£28.72
DWP	£126.47	£11.55	£34.36	£34.36
Environment Agency	£122.41	£14.69	£24.49	£24.49
Highways Agency	£105.50	£10.50	£24.00	£29.00
Natural England	£67.25	£6.25	£18.00	£22.50
NOMS	£60.61	£5.67	£16.13	£20.41

Italics calculated figures.

Overtime

Most organisations pay staff overtime rates for the hours worked while on-call. These premium rates typically vary according to the time of day and day of the week the overtime is worked. Overtime worked over a weekend or late in the evening often attracts a higher premium to reflect the perceived level of inconvenience to the employee. Typical overtime provision is to pay T+50% for overtime working Monday to Saturday, and T+100% on Sundays and bank holidays.

A number of departments also provide a guaranteed minimum payment for responding to call outs, either equal to a given number of hours at the appropriate rate (typically 3 hours) or as a set payment. For example, at the Department for Work and Pensions (DWP) call-out payments are subject to a minimum of three hours' overtime pay for each call-out. Another approach is for organisations to pay a 'per incident' payment, as is also the case at the Environment Agency. Here employees continue to receive a minimum payment for responding to an incident irrespective of how long the incident lasts.

The Highways Agency pays call-out time at overtime rates but in some cases a night duty allowance is also paid for work beyond 8pm over 30 minutes. This is a quarter of the normal hourly rate to staff who work between 8pm and 11pm, and at a third of the normal hourly rate to staff who work between 11pm and 6am. This allowance is not reckonable for the purpose of calculating overtime, nor is it pensionable.

Pay band (roles)	Monday to Friday	Weekends and bank holidays	Privilege holidays
1 to 3 (admin assistants to EO)	T+50%	T+100% or T+TOIL	TOIL
4 to 6 (HEO to SEO)	T	T+100% or T+TOIL	TOIL
7 and 8 (principals and senior managers)*	T	Saturday, T+TOIL; Sunday, T+100% or T+TOIL	TOIL

*Pay bands 7 and 8 may claim overtime of up to eight hours a week (Monday to Sunday). In exceptional circumstances, such as a time-limited operational commitment or emergency, this maximum may be increased at the divisional director's discretion.

2.8 Engineering

The 2014 IDS survey of pay and conditions in engineering (68 respondents) found that the most common form shift pattern is two-shift working. This is the case at 60% of respondents, unchanged from the previous survey. The next most common type of shift work is night working which takes place at 44% of companies. Some 38% of firms operate three shifts, while 34% of companies report that they use continuous shifts which include rotations covering nights and weekends. Seven-day shift working, which covers work on each day of the week including weekends, was reported at 24% of participating companies and 28% of organisations reported operating other types of shift work such as bridging shifts, on-call shifts and late shifts.

Manual workers

The most common approach to reward shift working is by applying a percentage premium to the basic rate of pay and, in general, the more 'unsocial' the hours, and the more frequent the shift rotation, the greater the premium.

We know from previous IDS research on shift patterns in engineering that two-shift working usually consists of an early morning shift, for example between 6am and 2pm or between 7am and 3pm, followed by an afternoon or back shift worked between, say, 2pm and 10pm. Three-shift working consists of a morning shift, followed by an afternoon shift and then a night shift which is worked, for instance, between 10pm and 6am the following morning. Seven-day shift working covers day work on each day of the week including weekends. And continuous working is when shifts are arranged to cover 24 hours over seven days. This type of shift pattern is often used in industries requiring constant operation, such as energy generation or in some food production companies. Shift work is significantly less common for engineering staff than for manual workers but shift premia are still paid at around a fifth of firms in our research.

The highest premia are paid for continuous working where both weekend and night shifts are included. These are typically paid at T+33%. Night shifts are paid at almost the same level with premia typically T+33%. The next highest premia are paid for three-shift working which is typically T+25%, while seven-day shift working, where only days are worked, is typically paid at T+23%. Although two-shift working or double days shifts are the most common form of shift work, this typically is paid at the lowest premium of T+18%.

A number of other companies pay for shift work by the addition of a fixed sum of money to the basic rate either on a weekly or an annual basis. For example, Sellafeld pays an annual

allowance of £8,897 for continuous working (including nights and weekends), while British Airways pays £90.94 a week for rotating double day shifts. Falcon Foodservice Equipment pays £60.71 a week for two-shift working.

White-collar staff

Shift work is significantly less common for engineering staff than for manual workers⁸, since these staff tend to work 'regular' hours. Where engineers and senior managers work unsocial hours this is usually to respond to incidents and they typically receive overtime pay for these hours.

Overtime

Overtime premia are paid for time worked beyond normal or contracted hours. The 2014 surveys show that overtime hours worked on a weekday are most commonly paid at T+50%. Some firms take a different approach by paying a lower premium rate for the first few hours of overtime, followed by a higher rate after a cut-off time. For example, at Toyota overtime on a weekday is paid at T+33% for the first two hours and at T+50% thereafter.

Saturday overtime is most commonly paid at T+50%. Again, a number of firms stagger their Saturday premia with a higher premium rate taking effect after the first few hours. At Falcon Foodservice Equipment, for example, any Saturday overtime worked in the morning is paid at T+50% but if work extends to the afternoon then it is paid at T+100%. A similar approach is taken at Texas Instruments where Saturday overtime is paid at T+50% for the first four hours, then at T+100% afterwards. Sunday overtime is most commonly paid at T+100%.

White-collar staff in engineering are generally more likely to receive overtime payments for 'out-of-hours' work, than white-collar workers in other professions. In the sample of companies in the 2014 survey, overtime payments for white-collar staff were made at around 60% of firms. The most common approach is to pay T+50% for overtime worked on weekdays and Saturdays, and T+100% for Sunday working.

Continuous shifts covering nights <i>and</i> weekends	T+33%
Night shifts	T+33%
Overtime	T+50% Monday-Saturday; T+100% Sunday

⁸ Just 22% of respondents to the 2014 IDS engineering survey pay white-collar staff shift premiums.

2.9 Fire service

Key terms and conditions of employment are agreed nationally by the National Joint Council for Local Authority Fire and Rescue Services, known as the 'Grey Book'. Local variations to national terms can be varied but only by collective agreement.

The Grey Book sets out the nationally agreed duty systems. Fire and rescue services are free to operate their own duty systems, as long as arrangements do not exceed an average of 42 hours a week and include two rest breaks of at least 24 hours each week and are compliant with the Working Time Regulations.

Unsocial hours working is managed via duty systems and these cover a mixture of days only, or days and nights. Managers and senior staff work a flexible duty system which require them to be on standby duty as part of their rostered hours.

Retained firefighters (see below) work a separate retained duty system, whereby they provide emergency response only. Further details on the duty systems are provided in the tables.

Duty system	Pattern	Average weekly hours	Staff	Payment
Shift system	Rostered shifts covering 7 days, 24 hours	42	Below Station Manager	-
Day crewing	Days	35 in station, 7 on standby	Below Station Manager	-
Day shift	9-day fortnight, Monday to Friday	42	Below Station Manager	-
Retained duty system	Emergency response only	n/a	Retained firefighters	£13.27 an hour plus £3.82 per call out
Flexible duty system	Rostered managerial duty hours and the rostered standby/call-out duty hours	48 managerial duty, 78 total	Middle and senior managers	T+20%
Day crewing plus*	12 hour shift, followed by 12 hours on standby; 4 days on, 4 days off	84	Below Station Manager	T+30%(pensionable) for the additional 42 hours a week

*A variant of the Day Crewing system shown above, utilised by some Fire Services although not covered by the Grey Book. This system does not comply with working time regulations, staff cannot be required to work it and implementation is dependent on staff volunteering. During the additional 42 hours on standby staff are not required to carry out duties other than in relation to emergency calls.

Retained firefighters

Local fire services also employ retained firefighters. These are professional firefighters who may have full-time employment outside of the fire service but respond to emergency calls within their local area as and when required. Retained firefighters make up around 20,000 of the 53,000 operational and control staff employed in the fire service. The annual payment

for a competent firefighter on the full retained system is £2,905, the hourly rate for work undertaken is £13.27 and the disturbance payment for each call out is £3.82.

Table 19 Fire service duty systems principals	
Shift system	
1.	Each period of twenty-four hours is divided into a day shift and a night shift.
2.	The night shift is not less than twelve hours.
3.	There shall be at least two complete periods of twenty-four hours free from duty each week.
4.	Leave days shall change week by week in a regular progressive manner.
5.	No rota system shall include continuous duty periods of 24 hours.
6.	Three hours shall be specified for meal breaks in every 24 hours.
7.	The timing of these periods is at the discretion of the authority. Account shall be taken of meal breaks interrupted by emergency calls.
Day crewing	
1.	An average of thirty-five hours per week shall be worked at the station.
2.	An average of seven hours per week shall be on standby at home. Employees are required to respond to any emergency call received during this standby period.
3.	Employees on this system may be requested to undertake retained duties outside the hours at (1) and (2).
4.	There shall be at least two complete periods of 24 hours free from any duty each week.
5.	One hour per day shall be specified as a meal break. Account shall be taken of meal breaks interrupted by emergency calls
Day shift	
1.	The normal working day shall cover the period of normal office hours.
2.	There shall be nine working days per fortnight, which shall fall on Mondays to Fridays.
3.	One hour per day shall be specified as a meal break.
4.	Where work (such as lectures and inspections of clubs) must necessarily be undertaken outside the normal working day.
Note: under the pay agreement in operation since 2004, fire and rescue services had the opportunity to introduce 10 day working.	
Flexible duty system	
1.	The sum of the rostered managerial duty hours and the rostered standby/call-out duty hours, the latter divided by four, shall be forty-eight per week on average over a cycle not exceeding eight weeks.
2.	No rota shall contain more than five consecutive periods of 24 hours during which a duty of either type is performed.
3.	In any two-week period commencing on a Monday there shall be at least two pairs of rota leave days.
4.	Any period of standby/call-out duty shall be all or part of a period of twenty four hours duty (starting at the normal starting time) and shall be rostered immediately before or immediately after a period of positive hours, unless it is an entire period of twenty-four hours standby/call-out duty.
5.	On any day on which managerial duty is performed, the hours for that duty shall be rostered consecutively except where an evening duty is required in addition to a normal day duty (for these purposes one meal break in each period of twenty-four hours will be treated as a period of managerial duty).
6.	Travelling time to or from a rostered evening commitment of managerial duty shall itself count as managerial duty.
7.	Rota leave shall be rostered no less frequently on a Saturday or Sunday than any other day of the week.
8.	The total sum of managerial hours shall not average more than forty-two per week.
9.	The sum of the weekly hours of both types of duty shall not exceed 78 on average.
Note: only applies to Station Managers and above and applies only to rostered managerial duty and/or 'specialist' duties and rostered standby/call-out duty.	

Call outs

Where an employee is recalled to duty to assist with a serious incident they are paid a minimum of three hours' pay at T+100% (double time), except for the case of group and area

managers who are paid a minimum of three hours' pay at double the station manager's maximum pay rate.

Overtime

Overtime is paid at T+50% (or T+100% on a bank holiday) for firefighting and control room staff up to and including the level of station manager. Group and area managers do not qualify for overtime pay. Overtime is both casual and pre-arranged.

Bank holidays

Payments for work on bank holidays also vary by grade as detailed in the table.

Table 20 Overview of Fire Brigade staff public holiday arrangements, July 2014	
Station Manager and below	
- Shift system	T+100% + 1 day off in lieu
- Day crewing	T+100% + 1 day off in lieu
- Day shift	T+100% + 1 day off in lieu
- Flexible shift system*	1.5 days off in lieu
- Retained duty system	£26.54 an hour plus £7.64 per call out **
Group/Area Manager	
	1 day off in lieu

*Station Manager only.

**Will also be awarded a day's leave and 1/7th of a weekly wage.

Table 21 Unsocial hours payments in the fire service, 2014		
	Station Manager and below	Area and Group Managers
Weekends/evenings	T	T+20%*
Bank holidays	T+100% + 1 day off in lieu	1 day off in lieu
Overtime	T+50% (T+100% on bank holidays)	T
Call outs	Minimum of 3 hours at T+100%	Minimum of 3 hours at T+100% at Station Manager's rate of pay

*Station managers only on the flexible duty system.

2.10 IT and e-commerce

IT workers often have to respond to unforeseen events which can lead them to working outside of normal hours or spending significant amounts of time on standby should any problem occur. As a result of the varied nature of their work, some employers make use of a range of payments, including overtime, standby and call-out pay which can take a variety of forms (eg as a percentage of the hourly rate, an annual allowance, through time off in lieu or on a per incident basis).

Overtime

IDS research on pay and conditions for IT and e-commerce staff⁹ in November 2013 showed that just under half (47%) of organisations reported paying a premium rate for additional hours worked above the basic working week. The highest premia are paid for overtime worked on bank holidays, and the lowest premia for overtime worked Monday to Friday. In some cases, higher-paid staff or managers receive time off in lieu (TOIL) rather than overtime payments. Overtime payments are pensionable at around half of organisations.

Overtime worked Monday to Friday is most commonly compensated at T+50%, though a small number of organisations pay plain time (T) for weekday overtime. At some firms, weekday overtime is paid at plain time (T) for a certain number of hours and at a higher rate (typically T+50%) thereafter.

Higher rates are sometimes paid for weekend overtime, with bank holiday overtime typically compensated at the highest rates. While T+50% is the most common payment for overtime worked on weekends, especially on Saturdays, some organisations pay a higher rate of T+100%. On Sundays, an equal number of organisations pay T+50% and T+100%. The most common premium rate for overtime worked on bank holidays is T+100%.

Call-out pay

Although many IT staff work core hours, some organisations need IT staff to be 'on-call' to respond to IT emergencies during non-work hours. Where organisations expect IT staff to be on-call, employees are compensated either for the whole of the time that they are on-call, regardless of whether they are called out to work or not, or for the time that they spend on call-outs, or both. The amounts paid out vary significantly, with some organisations paying an hourly rate, and others adding an annual allowance into employees' basic pay.

⁹ The IDS survey of pay and conditions in IT was conducted in November 2013, and it covers 32 organisations employing 255,000 employees in total, including some 3,700 IT and 740 e-commerce staff.

Table 22 Most common unsocial hours' payments for IT and e-commerce staff, 2013	
Overtime	T+50% Monday-Saturday; T+100% bank holidays

Table 23 Examples of unsocial hours payments for IT and e-commerce staff, 2013					
Organisation	Mon-Fri overtime	Sat-Sun overtime	Bank holiday overtime	Standby/on-call pay	Call-out pay
Boots	T/TOIL	T/TOIL	T/TOIL	Variable	-
Center Parcs	TOIL managers; T+50% non-managers	TOIL managers; T+50% non-managers	TOIL managers; T+50% non-managers	£1.85ph plus TOIL or 2TOIL after 30 mins	staff not on standby - £30 Mon-Fri; £70 bank hols (plus TOIL after 1 hour)
Chichester College	T+50%	T+50%	T+50%	-	-
First Choice Homes Oldham	T first 7 hours; T+50% after 7 hours	T first 7 hours; T+50% after 7 hours	T first 7 hours; T+50% after 7 hours	-	-
Friends Life	T+50%	T+100%	T+100%	£4.00ph	standard overtime rates apply
Incommunities	T+25%	T+25% Sat; T+50% Sun	T+100%	£8.18 per day	-
Norfolk County Council	T+50%	T+50% Sat; T+100% Sun	T+100%	basic hourly rate plus £15 per overnight session Mon-Fri; basic hourly rate plus £30 per 24 hours Sat, Sun and bank hol	-
Nottingham City Council	TOIL (salary over £26,000); T+50% (salary under £26,000)	TOIL (salary over £26,000); T+50% Sat; T+100% Sun (salary under £26,000)	TOIL (salary over £26,000); T+100% (salary under £26,000)	£26.24 per 24 hours	TOIL (salary over £26,000); basic rate or overtime rate (salary under £26,000)
Reed Business Information	T/T+50% depending on time	T+100%	T+100%	£6,000 pa (staff working an agreed shift pattern)	-
Telecom Service Centres	T+100%	T+100%	-	-	varies
Trainline	-	-	-	£250 per month	-
University of the West of England	T+50%	T+50%	T+200%	£5.00ph	overtime rates apply (min 2 hours)
Yorkshire Housing	T+50%	T+50% Sat; T+100% Sun	T+100%	-	-

2.11 Local government

Pay and conditions in local government are covered by a national framework (i.e. the Green Book) which allow for variation at local level. The Green Book covers pay and conditions for 1.4 million local authority employees, ranging from architects to cleaners and lawyers to school meals staff. The terms for unsocial hours working are set nationally but local employers can vary the terms through negotiation with the unions.

Nights	T+33% (8pm-6am)
Saturday	T+50%
Sunday	T+100% (at or below spine point 11 ¹⁰); T+50% (above spine point 11)
Bank holidays	T+100%+TOIL
Overtime	T+50% Monday-Saturday; T+100% Sunday & Bank holidays (min. 2 hours)*

*Staff at or below spine point 28¹¹.

Across the country, councils have been making changes to a variety of conditions in response to ongoing reductions in central funding. Initially, car allowances were the main term to be varied, but premia for unsocial hours have come into focus more recently. There are national terms for unsocial hours pay, but the national agreement provides for local variations, and many authorities have made use of these. We have been able to obtain details of unsocial hours premia at 18 out of 33 London boroughs (and a small number of councils outside London – see below). The broad picture in the capital is likely to reflect that across the rest of the country, though there may be variations by region, with fewer changes in some areas.

The main changes in London have been to overtime pay, with over two-thirds of respondents reducing premia in this area. For other terms, there were fewer changes. Around half the authorities surveyed had made changes to night payments which produced savings, mainly by narrowing the window in which they apply, and around two-fifths had made reductions to premia for working weekends. Relatively few authorities had altered bank holiday premia; in fact, many appeared to pay better than national terms here. The councils' terms are for all staff and therefore apply to social workers as well. The main groups of social workers affected are approved mental health professionals, emergency duty teams and residential social workers.

Overtime

The national terms here are T+50% for overtime worked Mondays to Saturday and T+100% for overtime on Sundays. Just five London boroughs have retained the national terms. The majority have reduced premia for weekday/Saturday overtime – four to T+33%, three to

¹⁰ Roughly equivalent to point 3 on the Agenda for Change pay scales.

¹¹ Roughly equivalent to point 19 on the Agenda for Change pay scales

T+25%, and three to plain time (T). One authority pays weekday overtime at T+10%, and one pays national terms to non-management staff, but only outside of 'standard hours', which are defined as 7.30am to 7.30pm.

Night premia

Eight of the 18 councils retained national terms here (T+33% for hours between 8pm and 6am for staff on or below scale point 28, currently £24,472¹², and discretionary for staff above this level). Three of these authorities stated that they paid T+33% to all staff. The most common change at those varying this term was to alter the window in which night premia were paid, with five councils moving the start of the premium period back, mostly to 10pm. Two councils replaced the premium with two extra increments (providing a saving), and one provided no enhancements for night working. One council said it paid residential social workers who work nights an allowance instead of a premium.

Weekend premia

The national agreement provides for payment of T+50% on Saturdays as part of a normal working week. For Sundays, the national terms are T+100% for lower-paid staff below scale point 11 (currently £15,207), and T+50% for all other staff.

Seven authorities have reduced these terms in some way, while the remainder have mostly either retained national terms or in two cases improved them slightly (one paying T+100% on Sundays to all staff and the other paying T+100% on Sundays to staff up to scale point 28). Reductions were varied, with two councils replacing premia with two extra increments, two ending enhancements and one reducing the Saturday premium to T+25%. One council said it had moved to consolidated pay rates for weekend working, agreed locally by service.

Bank holiday working

Most improved on the national terms, which are for time plus 0.5 days off in lieu for staff who work less than half a day, and time plus 1 day off in lieu for those working more than half a day. These apply to staff on scale point 28 and below. However a number of councils in our sample applied these terms to all staff. Others improved the premia – one to T+66%, and two to T+50% plus TOIL. One other paid T+90% for working bank holidays.

Future plans

Five of the London councils indicated future plans (on a confidential basis) that overtime is the term most likely to be reviewed, with one authority looking to pay overtime at plain time

¹² Roughly equivalent to point 19 on the Agenda for Change pay scales.

(T) for most staff (with no overtime pay for senior staff). The same council, and one other, said they were looking at paying Saturdays at plain time (T), and while this was being considered for Sundays too, this was less likely. One council is negotiating new local terms and conditions with trade unions, and this is likely to cover some element of unsocial hours premia, though it was unable to say at this point which terms might change. Across the other four authorities, payments for nights and bank holidays were regarded as being unlikely to change.

Outside London

We also obtained details of unsocial hours premia at a further four authorities around the country – Chelmsford, East Sussex, Hertfordshire and Rotherham. Chelmsford is an urban district council in Essex, with 1,300 staff. The other three councils are significant employers. Rotherham employs over 10,000 staff, East Sussex some 13,400 and Hertfordshire has 34,000 employees. The sample here is very small and mostly made up of authorities in the East or South East, therefore the findings must be treated with care. But again, provides a flavour of changes taking place elsewhere.

The findings here also show local variations from the national terms, particularly in respect to overtime. For instance, regarding overtime, East Sussex pays Mondays to Saturdays at T+50%, and T+100% on Sundays, the same as the national terms, but only to employees earning below £21,639¹³. Rotherham pays T+100% on bank holidays only, with overtime worked at any other time paid at T+50%. Hertfordshire only pays overtime on Sundays and bank holidays, at T+50%. No overtime is paid otherwise.

As with the London councils, the main changes to night premia appear to be alterations to the window in which they are paid. For nights, Rotherham pays T+33%, but within a smaller window, of 10pm to 6am, than that set out in the national agreement. East Sussex pays its care staff T+33% when working nights, plus a sleeping-in allowance of £34 a night where applicable. Hertfordshire also pays T+33% at night-time.

Some change was in evidence for weekend premia, with Rotherham reporting paying T+25%. East Sussex pays care staff an extra one or two increments for working weekends, as long as these constitute 5% of their rotas. For bank holidays, Hertfordshire appeared to have improved on the national terms, paying these at T+50% plus TOIL to its residential support workers.

¹³ Equivalent to point 16 on AfC.

Chelmsford pays shift allowance to the small number of staff who operate its CCTV system. These staff work a pattern of nights (10pm to 6am), lates (2pm to 10pm) and earlies (6am to 2pm), with two or three days off in between each set of shifts. The payment is T+15%.

Night/twilight	T+33%
Sunday	T+50% (T+100% for lowest-paid)
Bank holiday	T plus TOIL

Council	Premium	Detail
Hertfordshire	T+33%	Residential support workers
Hounslow	T+33%	10pm to 6am
Rotherham	T+33%	10pm to 6am

Council	Premium	Detail
Barking and Dagenham	T+66%	-
Hertfordshire	T+50% plus TOIL	Residential support workers
Kingston-on-Thames	T plus TOIL	All staff

Council	Premium	Detail
Bromley	T+25%	Mondays to Saturdays
East Sussex	T+50%	Mondays to Saturdays
Rotherham	T+50%	Mondays to Sundays

Council	Premium	Detail
Barnet	T+50%*	-
Newham	T+50% (Sat); T+100% (Sunday)	-
Rotherham	T+25%	-

*As per national terms. T+100% Sundays for staff below scale point 11 (currently £15,207).

2.12 Pharmaceuticals

This summary focuses on the manufacturing side of the sector and arrangements for unsocial hours working are similar to those across the rest of engineering sector.

Shift pay

The majority of pharmaceutical manufacturers' pay we monitor reward shift-working by applying a percentage premium to the basic rate of pay. The percentage paid in 2014 varies from T+12.9% to T+37.5%. Across all shift systems examined, a premium of between T+18% and T+32.7% was most typical. In general, the more unsocial the hours, and the faster the shift rotation, the greater the premium paid. Hours worked later in the day are paid at a higher premium than those worked earlier in the day. Similarly, the more frequently unsocial hours (such as weekends or nights) are worked, the higher the premium.

Our latest survey found that the highest premia are paid for continuous working where weekend and night shifts are included. These are typically paid at T+37%. The next highest percentage uplifts are paid for night shifts, at T+31%, followed by three-shift working (T+24%). Two-shift working (or double-day shifts) are the most commonly paid at T+16%.

Companies may also pay for shift work by the addition of a fixed sum of money to the basic rate, whether on a weekly or an annual basis. For example, Actavis UK pays a weekly allowance of £338.22 for double-day shifts and £674.44 for permanent night shifts.

Overtime premia

Overtime premia are paid for time worked beyond normal or contracted hours. The results of our latest survey show that overtime hours worked at weekends are paid at a higher rate than those worked during the week. Remuneration for overtime hours worked on a weekday ranges from plain time (T) to T+50%.

Employees covered	Details of payment
250 unionised manual and non-manual staff	Flat-rate addition to weekly rates of £338.22 for double-day shifts and £676.44 for permanent night shifts
11,200 ancillary staff, process operators and craftsmen	Fixed percentage addition to non-shift rates according to shift system: 19.5% for non-continuous triple shifts; 36.9% for three continuous shifts plus nights; 12.9% for non-continuous two-shift working
1,213 production operatives	Fixed percentage addition to non-shift rates according to shift system: 27.3% for three shifts; 20% for double-day shifts; 32.7% for permanent nights; 16.3% for alternate nights; 18% for two-shift working across a nine-day fortnight
1,100 manual workers	Fixed percentage addition to non-shift rates according to shift system: 37.1% for continuous 12-hour shift patterns (two shifts); 16.9% for double-day shifts; 27% for permanent nights
260 manual and craft workers	Fixed percentage addition to non-shift rates according to shift system: 15% for two-shift; 24% for three shifts; 33% for nights; 37.5% for continuous shifts

Company (employees covered)	Weekdays	Saturday	Sunday	Additional details
AAH Pharmaceuticals (drivers)	£45.46 per shift (evenings only)	£90.91 per shift	£181.83 per shift	Applies to salaried staff only
Alliance Healthcare (drivers)	T+25%	T+25%	T+100%	LGV (class 1) drivers also receive Sunday supplement of £11.24 a day (outside London) or £12.28 a day (in London)
AstraZeneca manual workers	T+30%	T+60%	T+60%	T+60% also paid for overtime worked on scheduled rest days. Additional fixed payment of £57.32 for each full overtime night shift worked
Boots Contract Manufacturing (manual workers)	No premium	No premium	T+25%	Bank holiday overtime attracts premium of T+100% plus a day off in lieu
Glaxo SmithKline (manual workers)	T+50%	T+100%	T+100%	Weekend overtime rate applies from 6am on Saturday to midnight on Sunday
Sanofi-Aventis (manual and craft workers)	No premium	T+50%	T+100%	

2.13 Police

Pay and conditions for police officers are negotiated nationally by the Police Negotiating Board. In 2012 police officers' pay and conditions underwent a review (the Winsor Review) and as a result of this review two unsocial hours allowances were introduced in 2013, as part of a wider schedule of changes¹⁴. Officers now receive an on-call allowance of £15 per instance and a non-pensionable night allowance worth 10% of salary for work between 8pm and 6am.

The review also brought about changes to overtime premia, resulting in reduced premia as follows: T+33% for casual overtime; T+50% for planned overtime on a rest day. Inspectors and higher ranks do not receive a premia for overtime (and had not done so before the recent agreement).

Nights	T+10% (8pm-6am)
Saturdays	T
Sundays	T
Bank holiday	T
Overtime	T+33% (casual); T+50% planned)

Police staff terms and conditions are covered by the local government agreement (i.e. the 'Green Book').

¹⁴ See the Winsor reports <https://www.gov.uk/police-pay-winsor-review>.

2.14 Prison service

Prison service staff terms and conditions are covered by the Prison Service Pay Review Body (PSPRB). There are currently two main pay systems in operation, the old ‘closed scales’ and the new ‘Fair and Sustainable’ (F&S) contract, and unsocial hours payments vary according to which pay system staff are employed on.

Staff on the closed scales do not receive any additional payments for unsocial hours working (except for standby and on-call duty) as these are consolidated into base pay. Staff on F&S receive unsocial and unpredictable hours payments separately and only operational employees are eligible for the payments (i.e. those in prisoner-facing roles). This is worth 17% for officers and support roles (Bands 2 to 5) and 15% for managers (governors). The payment for managers is called ‘required hours addition’ to reflect the fact that these are ‘all hours jobs’ e.g. they respond to emergencies, are on-call for periods and can be called out at any time.

Prison staff are also eligible for standby and on-call payments, as detailed in the table below. Some prison staff are also eligible to receive the Tornado allowance which is £19.51 an hour. Operation Tornado teams are trained to deal with serious incidents in prisons and are used to support other establishments in the event of an operational emergency. This is not a regular allowance and is only payable when responding to an incident or emergency.

On-call allowances	Each period of more than 12 hours, £	Each period of more than 24 hours, £
Weekdays and privilege days	9.00	–
Weekends	–	25.00
Public and bank holidays	–	25.00

Privately-managed prisons

IDS has recently undertaken research on reward packages for custodial staff in privately-managed prisons¹⁵ and this showed the most common approach are for no additions to pay for shift working, working nights or working at the weekend or on bank holidays.

¹⁵ See ‘Pay, pensions and reward packages for private custodial service staff’, IDS, February 2015.

2.15 Private hospitals

As at October 2013 there were 548 hospitals operating in the private healthcare sector, of which 465 were owned and managed by private companies and 83 were dedicated private patient units within NHS hospitals. The market is dominated by five providers - BMI Healthcare, Spire Healthcare, HCA, Nuffield Health and Ramsay Health Care, which held 70.6% of market share (by acute medical/surgical revenue) in 2012.¹⁶ Other providers include Care UK Partnership Health Group, The London Clinic, Aspen, Bupa's Cromwell Hospital and Circle.

Unlike the NHS, private hospitals usually offer only elective or planned treatments and rarely offer emergency or trauma care. They may also offer treatments that the NHS does not fund, such as some cosmetic or IVF treatments. There are also around 500 to 600 private medical clinics or centres which are not registered as hospitals but carry out medical or surgical treatments or services.

Key staff groups in the sector include:

- **Consultants:** The NHS and private hospitals largely share the consultant workforce. The British Medical Association private practice committee estimates that 53% of consultants undertake some private practice work. Relatively few consultants (around 3,000) operate entirely in the private sector.¹⁷ Consultants gain practicing privileges at one or more private hospitals, which might cover outpatient rights, or admission, or the license to operate or use the theatre. They invoice the hospital, insurance firm or patient directly either as self-employed contractors or small businesses. A BMA survey found that 43% of consultants set their fees in accordance with an insurance schedule, with 26% setting their own fees.¹⁸ The Competition and Market Authority's report on the private healthcare sector in 2014 found that groups of consultants (usually those practising in the same speciality in a local area or at the same hospital) may set prices jointly.¹⁹
- **Other doctors:** Private providers are required to have a resident medical officer on site at all times, but do not necessarily employ that individual (for example, BMI Healthcare do not employ any of the doctors on site).

¹⁶ Competition and Markets Authority (CMA), *Private Healthcare Market Investigation Final Report*, April 2014 (figures are from Laing and Buisson, *Private Acute Medical Care*, 2013, p46.)

¹⁷ The Kings Fund, *The UK Private Health Market*, 2014.

¹⁸ BMA, "Doctors fees increasingly threatened by insurance companies", 12 April 2013 [<http://bma.org.uk/news-views-analysis/news/2013/april/doctors-fees-increasingly-threatened-by-insurance-companies>]

¹⁹ CMA, *Private Healthcare Market Investigation Final Report*, p7-2

- **Nursing staff:** Some nurses work simultaneously as bank employees for both the NHS and private hospitals, others move between permanent roles for the NHS and private providers, while some work for agencies that may supply both the NHS and private providers.
- **Other workforce groups:** Other groups commonly found in the independent hospital sector include other clinical staff groups such as theatre staff, allied professions such as physiotherapy, radiology and pharmacy, healthcare assistants, managers, administrators and what is generally referred to in the private health sector as "hotel services", covering reception, catering, portering and cleaning.

Unsocial hours payments

Both the findings from our sample below and other surveys suggest that pay enhancements for working unsocial hours are common in the independent hospitals sector, particularly for nursing staff, even if they may be less common or paid at lower rates than in the NHS. For example, the Royal College of Nursing's 2013 Employment Survey found that 43% of nurses working at an independent sector hospital were currently receiving unsocial hours payments, compared with 70.2% in an NHS hospital.²⁰

The variations in the rates paid by hospital site and occupational group make it difficult to generalise about "going rates" for unsocial hours allowances or how unsocial working time is defined. At the largest providers, terms and conditions can vary by site or hospital. That is because the large firms have built up a portfolio of hospitals over the years with staff transferred in from other providers, including the NHS, and not necessarily harmonised terms and conditions.

Both the two large providers included in our sample use unsocial working allowances and premia for some occupational groups at some of their sites. Of the large providers that did not take part in the research, there is also some evidence of unsocial allowances being used. For example, Ramsay Health Care states on its website: *"Recognising that healthcare is not a nine-to-five service, our employees are paid salary enhancements for hours worked at weekends, evenings and bank holidays."*

Our sample of 17 organisations in the sector, employing 22,411 people, covers one in five (19.5%) individual private hospitals in the UK. This includes the largest two providers in the UK and a small number of clinics and hospices. Of these, 12 state that some part of their

²⁰ Royal College of Nursing *Employment Survey 2013*, September 2013. See http://www.rcn.org.uk/_data/assets/pdf_file/0005/541292/Employment_Survey_2013_004_503_FINAL_100214.pdf

organisation operates on a 24/7 basis. The two major chains provide a seven-day service on most of their hospital wards. One small day-surgery hospital chain operates on Saturdays but not Sundays or Bank Holidays. Some clinics providing specialist services operate on a seven-day basis but are only open for limited hours at the weekend or on bank holidays.

Of the sample, ten organisations were able to supply detailed information on pay arrangements for working unsocial hours. Seven organisations stated that some or all employees were paid a premium, allowance or higher pay rate for working unsocial hours. The organisations that did not provided addiction rehabilitation or medical screening services. For example, one clinic providing screening services is open on Saturday, Sunday and bank holiday mornings but pays staff the same rates for working at these times as during the week. Those that did pay unsocial hours premia for some or all staff were either hospitals or hospices.

There is a pattern of paying higher rates for Sunday and bank holiday work than working on a Saturday or during weekday evenings and nights.

Overtime

Overtime is generally paid where more than standard working hours (commonly 37.5 a week) have been performed. It has not been possible to gather sufficient information on non-clinical staff groups, but where survey respondents have told us about terms and conditions for non-clinical groups they appear to receive inferior overtime rates of pay. Few of these groups work unsocial hours at the organisations surveyed.

Arrangements and pay for staff on standby vary extensively by occupational group. At the two major healthcare chains surveyed, they vary by site, with different arrangements for different staff groups.

Employee group (employee numbers)	Working patterns	Unsocial hours payments	Overtime	On-call payments
Spire Healthcare (8,700 plus 3,600 bank staff)	Wards operate on a seven-day basis, while operating hours for other areas vary. Standard 37.5 hour week for clinical and non-clinical staff	Yes but rates vary by site and staff group. Rates usually vary from T+30% to T+60%	Overtime rates usually apply after 37.5 hours have been worked, with a range of arrangements from T to T+60% depending on site and when worked	Arrangements vary by hospital. On-call worked and standby rates generally apply to engineers, specialist clinical staff and some middle management positions
Hospice in the Weald (252)	Medical & clinical: 8am to 5pm every day incl bank hols; support services: 8am to 7pm every day incl bank hols; Inpatient unit and homecare open 24/7 with staff doing 11.5 hour shifts; retail 9am-5pm Monday to Friday	For 68 inpatient unit and homecare staff, T+30% of salary weekday evenings after 8pm and Saturdays; T+60% Saturdays and Bank Holidays	90 clinical staff get overtime at higher rates: T+20% Monday to Friday, T+50% Sat, T+80% Sun and Bank Holidays. 162 non-clinical staff get T	For 35 clinical and medical staff providing seven day cover the following daily payments: Doctors - £110 weekends and bank holidays, nurse specialist - £9.27 weekday, £13.83 weekend and £18.59 bank holidays; senior nurse - £20 weekday, £50 weekend
Epsomedical (662)	Three sites closed Sunday and bank holidays but two open on Saturdays (staff work 7.30am to 3.30pm at one and 7.30am to 7.30pm at the other)	Staff paid T+50% for working Saturdays	Time-and-a-half off in lieu for weekend working	Managers on-call at weekends do not receive any additional payment for this
Independent Vascular Services (50)	Daytime hours during week plus 9-12.30 Saturday and 9-11.30 Sunday and Bank Holidays	Saturday, Sunday and Bank Holiday working paid at same rate as weekdays	T+50% for overtime Monday to Friday and Saturdays; T+100% Sunday and Bank Holidays	For some staff on-call seven days a week, standby payment £60 a day at weekends and £90 a day Bank Holidays. £40 call-out payment

Employee group (employee numbers)	Working patterns	Unsocial hours payments	Overtime	On-call payments
Pilgrims Hospices (449)	300 nursing and medical staff do three eight-hour shifts covering 24-hour period	T+30% of salary between 8pm and 8am weekdays or anytime Saturdays, 160% all day Sunday and Bank Holiday. Catering/domestic staff receive T+50% enhancement for weekend working	Not known	Not known
Roohi Health Screening (3)	Operating hours 8am-6pm Monday to Friday, 8am-4pm Saturday, 8am to 1pm Sundays and Bank Holidays	Weekend and bank holiday working paid at T	No overtime used	No staff on standby
Hope House Children's Hospices (220)	100 care team staff work shifts providing 24/7 cover (earlies and lates, long days and nights)	Flat-rate payment of £17.50 for carers and £25 for nurses working Friday pm shift, weekends and Bank Holidays	For 100 care team staff T+50% for overtime worked beyond 37.5 hours Monday to Saturday; T+100% Sundays and Bank Holidays. All other staff paid at plain time for overtime regardless of when worked	8 care management staff paid £25 for being on standby (call-out rate paid at overtime rate on their salary)

2.16 Public transport

The rail industry is highly fragmented, and complicated by TUPE arrangements²¹. A history since privatisation of rail franchises being let, divided, merged and re-let means employees can often work side-by-side on widely differing terms and conditions. Network Rail also operates a whole range of TUPE terms and conditions, since large amounts of engineering work was outsourced to contracted companies before being taken back in-house.

Similarly buses are fragmented – operators regularly have different paycales, terms and conditions for different depots, for driving and non-driving grades, even at small operators. This is further complicated where franchises have merged and staff are on TUPE conditions, similar to the railways.

All this means that an ‘industry standard’ for unsocial hours payments does not currently exist. In some cases unsocial hours premia have been consolidated into basic pay. For others, even sometimes within the same organisation, shift premia are paid separately for each category of unsocial hours, with some hybrid approaches also apparent.

Weekends and scheduled rest days

A lot of employers in public transport still pay premia for weekend working, although some only pay Sundays rather than Saturdays as well. Premia for weekend working range from T+5% to T+100% (double time), but the majority of employers pay between T+15% to T+30% for weekend working. Because of the seven-day nature of public transport, and the rostering arrangements at some employers, work undertaken on designated rest days is sometimes rolled in alongside weekend working, so as to produce premia for, for example ‘working on Sundays or designated rest days’.

Night shifts and other shift patterns

The most common payment for night working was T+33%. A reduced payment for a ‘twilight shift’ was also used, at T+11-12%. Several rail companies operate continental-style shift patterns with three shifts – early, middle and late, while one also operates a two-shift system for some employees. These systems all attract premia, typically in the region of T+6-15%, with three-shift arrangements attracting higher premia.

Overtime

As with unsocial hours premia, overtime rates can vary widely within a company – at one employer the premium is T+25% or T+ 50%, depending on which depot an employee works

²¹ The Transfer of Undertakings (Protection of Employment) Regulations 2006 (TUPE) protect employees’ terms and conditions when businesses are transferred to another business.

at. Both these rates are atypically high, however, and where overtime attracts a premium higher than the basic rate, it is more usually in the range of T+7-18%.

Table 35 Typical unsocial hours payments in public transport, 2014	
Nights/twilight (night window varies)	T+33%
Sundays/weekends/designated rest days	Range T+15%-T+30%
2-shift/3-shift*	Range T+6%-T+15%
Overtime	Range T+7%-T+18%**

*Three-shift pattern typically 6am-2pm; 2pm-10pm; 10pm-6am.

** Higher premia for overtime during unsocial hours.

2.17 Restaurants, pubs and fast food

According to our research, payment of premia for unsocial hours for operational staff is relatively uncommon in the restaurants, pubs and fast food sector. Of our sample of 24 companies - covering some 439,000 employees - half do not operate any form of premium pay for unsocial hours or overtime working. For the remainder of companies, premium pay is highly restricted, with only one company in our sample paying a premium for more than one form of unsocial hours working: TGI Friday's pays premia for selected bank holidays and for overtime working. Companies are most likely to restrict premium pay to just one or two bank holiday days per year (usually Christmas Day and New Year's Day).

The ability of employers in the sector to avoid offering unsocial hours premia without unduly harming recruitment and retention largely reflects the nature of the labour market in which they operate. The expansion of participation in higher education has created a ready supply of student workers who on the whole have fewer caring responsibilities and are more amenable to working patterns traditionally seen as unsocial.

In the decade to 2010 a number of companies in the sector removed premium pay for employees working unsociable hours and public holidays, partly in response to pressure on pay bills following increases in statutory holiday entitlement levels in October 2007 and April 2009. The erosion in payments for unsocial hours has slowed recently, reflective of the fact that many companies have already either removed or significantly reduced the levels of premia and allowances they pay. However, it is possible that the latest Employment Appeal Tribunal ruling on holiday pay (whereby all elements of a worker's normal remuneration, including payments in respect of non-guaranteed overtime, must be taken into account when calculating holiday pay) is expected to lead to a further erosion of premium payments within the sector.

No companies in our sample pay a premium to staff for working at weekends. This may in part be because student workers are more willing to work at weekends in order to fit paid work around their studies. However, Sunday working premia have also been in decline across the broader retail sector, perhaps reflecting changes in social attitudes to the status of Sunday.

Premium payments for night or twilight working are far less common in fast food, restaurants and pubs than across the retail sector as a whole. Only 12.5% of our sample pays night premia to staff. There are no discernible patterns in the level of premium paid, although the core hours during which these premia accrue are consistently between

midnight and 5am. It is worth noting that busy hours in this sector are in the evenings and at weekends and by nature more 'unsocial' than in many other sectors.

Premia in restaurants, pubs and fast food are most likely to be paid for bank holiday working, particularly Christmas Day and New Year's Day. A third of companies pay premia on at least one bank holiday. Working on a bank holiday typically attracts higher premia than working weekends, nights or overtime, with half of companies paying T+100%

The payment of overtime is relatively uncommon in retail catering, and the retail sector as a whole. This is partly to do with the large proportion of part-time workers in the sector, and the fact that overtime payments at most organisations are generally only triggered when full-time hours are exceeded. The vast majority of firms in our sample pay plain time (T) for overtime hours, with only 8% of companies operating premium payments. Of the companies that do pay overtime premia, the rate at which this is paid is most commonly T+50% (the same figure found across the retail sector as a whole).

Around nine-tenths of the firms in our sample that pay premia express them as a percentage of basic rates, while the remaining tenth pay hourly flat-rate additions to basic pay. The most common premium is T+50%, followed by T+100%, with other premia ranging from T+25% to T+125%. Flat-rate payments range from 50p to £1 an hour.

Table 36 Most common unsocial hours payment in restaurants, pubs and fast food, 2014	
Night/twilight	T
Saturday	T
Sunday	T
Bank holiday	T

Table 37 Examples of night/twilight premia in restaurants, pubs and fast food, 2014		
Company	Premium	Detail
Greggs	T+25%	10pm to 6am
McDonalds	50pph	Midnight to 6am
Pret a Manger	£1ph or T+50%	Midnight to 5am

Table 38 Examples of bank holiday premia, 2014		
Company	Premium	Detail
Costa Coffee	T+50%	Christmas Day
J D Wetherspoon	T+100%	Christmas Day
Marston's	T+100%	Christmas Day & New Year's Eve
Mitchells & Butlers	T+100% T+50%	Christmas Day Boxing Day or New Year's Day
Tragus Group	T+100%	Christmas Day

Table 39 Examples of overtime premia, 2014		
Company	Premium	Detail
Bettys & Taylors	T+50%	after 39 hours
TGI Friday's	T+50%	after 48 hours

2.18 Retail

In the retail sector there has been a trend away from paying premia, particularly at the weekend over the last decade. The rates at which retailers choose to remunerate night hours vary, and so do the approaches. Some retailers have consolidated a night premium into the basic rates, whereas others have a separate addition, either as a percentage of the hourly rate or as a flat-rate hourly premium.

Night and Sunday work

Our analysis of night premia for retail assistants shows the payment to be worth T+27% when paid as a separate payment or T+32% when we include where compensation that has been consolidated into basic pay. The most common approach for hours worked on a Sunday is to pay T+50%, down from T+100% in 1994 when the Sunday Trading Act came into force. The most common arrangement for bank holiday pay is T+50%, but nearly as many retailers pay T+100%. Retailers have made reductions to the enhanced rates paid on bank holidays over the past decade but to a lesser extent than have been made to weekend premia.

Overtime

The payment of overtime is relatively uncommon in the sector given the large number of part-timers working in retail, and the fact that most organisations only pay overtime when a worker has exceeded the number of hours a full-time employee would work in a week. In addition, the recession, and its long aftermath, has seen an increase in the number of part-time workers across the whole economy, driven partly by those seeking (but unable to secure) a full-time role.

This trend may also have affected the retail sector and would further reduce the likelihood of widespread payment for overtime. Of the retailers that provided us with information on their overtime pay in 2014, the rate at which this is paid is most commonly T+50%.

Table 40 Most common unsocial hours payments for retail assistants, 2014	
Night/twilight (11pm-6am)	T+32% (including consolidation) or T+27% (where separate)
Sunday	T+50%
Bank holiday	T+50%
Overtime	T+50%

Retail pharmacists

IDS has collected information on retail pharmacists employed by Boots²² both store managers and retail pharmacists receive T+20% on Monday to Saturday or T+50% on Sunday for work between the hours of 10pm and 5am. Store managers and pharmacists can

²² This was last monitored in 2012.

also choose to take time off at the same rate, i.e. T+20% or T+50%. This is at the same level for retail colleagues with longer service, having joined before 1 May 2009, but better on for retail colleagues joining after this date as they are paid T+20% regardless of the day of the week.

Table 41 Unsocial hours payments for retail pharmacists at Boots, 2012	
Monday to Saturday	T+20% or TOIL at same rate
Sunday	T+50% or TOIL at same rate

2.19 Road transport

IDS research shows premia for night work for drivers range from T+15% to T+75%, with an average of T+33% and the most common being worth T+20%.

The payment of overtime premia is relatively rare for drivers, with the majority of firms paying overtime at plain time (T). Where overtime premia are paid, T+50% is the most commonly awarded premium for both weekday and Saturday working. For overtime pay on Sundays, premia are more varied ranging from T+25% to T+100%. It should also be noted that IDS data on drivers' working time shows that the most common basic working week is 48 hours although it is not uncommon for firms to report longer hours for drivers.

Table 42 Most common unsocial hours premium payment for drivers, 2013	
Night/twilight	T+20% (average T+33%)
Overtime	T

Warehouse workers

Warehouse workers often work unsocial hours and this is managed by shift working. IDS analysis of shift premia for warehouse workers shows the typical premium varies according to the hours worked, as detailed in the table.

Table 43 Unsocial hours payments for warehouse workers, 2013	
Early shift	T+10% both separate and incl. consolidation
Late shift	T+12% both separate and incl. consolidation
Night shift	T+30% as a separate payment but 36% premium including consolidations
Sundays	0 (none) as a separate premium; 26% inc. consolidation

2.20 Senior staff

The picture on unsocial hours payments for managers and senior staff is more mixed than for less senior staff. We found some examples where managers do not receive any extra payments for working overtime or unsocial hours: for instance, senior managers in the air ambulance service do not receive any extra payments for unsocial hours working; and some local authorities have moved to reward overtime with time off in lieu instead of any extra payment. In other instances, managers are paid at plain time for overtime hours worked: this is the case at the Highways Agency, for example. In some cases payments are consolidated: this is the position at London Underground, where managers receive an addition worth an extra 2.5% of basic pay in return for an expectation that they work up to a quarter of their working hours at unsocial times.

However, it is also the case that managers' basic pay is generally greater than those they supervise, so even though they may be paid a smaller percentage premia, the nominal value of the addition may be higher. Managers are often eligible for larger bonus payments than other staff. For example, at BMI Healthcare, departmental managers do not receive extra payments for overtime, but they are eligible for an annual bonus worth up to 15%. This is often the case at companies in private services more widely.

In addition, we found numerous examples of premiums being paid to managers, though in many instances at lower rates than for other staff, reflecting the fact that managers' base pay or bonuses are higher. In the airline industry, pilot captains receive flight allowances at a lower percentage rate than first officers, and this is true for managerial staff across this industry.

In engineering, supervisors and junior managers generally receive lower premiums than the staff they supervise, while middle and senior management do not typically receive unsocial hours premiums. If they are required to respond to an incident outside of normal working hours, then these employees generally receive overtime payments. Nissan takes a slightly different approach, with senior staff receiving an annual payment of £9,818 (spread over 12 monthly payments) in recognition of the requirement that senior staff have to work the hours necessary to carry out their responsibilities in full.

Senior staff in the fire service work a flexible duty system as part of their rostered hours, with a premium of 20% on top of basic salary. In the prison service, managers on the new pay structure ('Fair & Sustainable') receive a premium of 15% for unsocial hours working, while those on the closed scales receive a 'Required Hours Addition' payment of £5,529 a year for

the same purpose. In private services, specific examples include Boots, who pay store managers (and retail pharmacists) the same premiums as store staff, of T+20% on Monday to Saturday or T+50% on Sunday for work between the hours of 10pm and 5am.

3 Case studies

In this section of the report we provide a series of case studies to illustrate examples of approaches to unsocial hours working practices.

The case studies are as follows:

- BMI Healthcare
- Camden Council
- Devon Air Ambulance Trust
- London Underground
- Nissan Manufacturing UK

3.1 Case study: BMI Healthcare

Key points

- Currently, BMI Healthcare has varying arrangements for managing and paying for unsocial hours work across its 69 sites, a legacy of the company having grown via acquisitions over the years.
- In some locations, work at weekends and in weekday evenings attracts a higher premium than weekday work but in others plain time (T) is paid throughout, depending on local rules. Salaries for workers who only perform night shifts may be higher to reflect night working.
- At most sites, overtime hours attract a premium (after full time hours have been reached) of typically T+50% for weekday evenings or nights, with T+100% more common at the weekend and on bank holidays.
- Over 2015/16, BMI Healthcare is planning to introduce common operating hours across the company.
- The company does not currently report problems with staff motivation to work unsocial hours, with the fact that sites are small and close to local communities contributing to high levels of commitment. However, it reports difficulty in competing with the NHS pay package under Agenda for Change, as well as the high rates attracted by agency nurses.

Company profile

BMI Healthcare has 69 private hospitals and treatment centres, employing around 9,500 permanent staff and a further 4,000 bank staff. It is the UK's biggest provider in terms of the volume of patients treated and beds available.

The company treats patients through private insurance schemes, self-pay (where individuals pay for a particular procedure or operation to be performed), the choose-and-book system operated by the NHS, the patient lists of the consultants used, or via individual contracts with an NHS Trust to meet a specific requirement. All the operations carried out by BMI Healthcare are planned, although there are three emergency care centres offering a walk-in, self-pay service. The largest hospital (the Alexandra in Manchester) has 155 beds and five theatres, while many are much smaller, with two sites that are private wards within NHS hospitals, such as the 22-bed Coombe Wing at Kingston Hospital.

Workforce profile

Of the 9,500 permanent employees, around 5,500 are clinical and nursing staff. In addition, the company uses a pool of around 4,000 bank staff, the majority of whom are nurses and

others in clinical and nursing roles. Bank staff are engaged on zero-hours contracts²³, with varying levels of activity. Most bank staff also work for NHS trusts. A minority of permanent nursing and theatre staff work on annual hours contracts, but this varies by hospital and/or team. Agency staff are also used both to cover busy periods and where there is a hold on permanent recruitment, with a budget of around £15 million spent on agency staff over the past year.

The main employee groups are ward nurses, ward healthcare assistants, theatre nurses/healthcare assistants, theatre practitioners such as operating department practitioners (OPDs), nursing staff for other functions such as high-dependency or critical care units, radiography and radiology teams, physiotherapy teams, housekeeping, catering, materials, administration, patient services and an outpatient team in each hospital. BMI Healthcare does not directly employ any doctors or consultants. Many of the consultants the company uses also carry out work for NHS trusts and/or other private providers, although some work exclusively at BMI Healthcare hospitals. Currently, all hospital services and function areas are provided in-house, including all soft facilities management services e.g. cleaning.

Terms and conditions

Terms and conditions vary significantly depending on the site and the staff group. This is partly because over the past two decades (particularly from 2008 to 2010 when 15 different hospitals or clinics were acquired) the company has acquired a number of hospitals from other private providers, and in a smaller number of cases the NHS, with staff transferred by means of TUPE transfers. Moreover, there has been a predominantly local approach to terms and conditions and HR generally, with individual hospitals determining many of their own working practices and terms and conditions.

Day-to-day payroll costs (including any allowances, premia or in-year individual pay increases) come from each hospital's budget and are decided at that level, but any annual salary review (effective from 1 October each year) is funded centrally and determined by the company's remuneration committee. No formal London weighting is paid, but salaries tend to be higher for some occupations in central London sites to reflect local labour market conditions and market rates.

²³ A zero-hours contract allows a company to take on workers on an 'as required' basis, with no stipulated hours nor any guarantee of how many hours the person will work. While there is commonly no obligation for employers to offer work or individuals to accept work, most employers operate rota systems so that workers know at least a week in advance when they will be working, some companies expect workers to be available at very short notice.

BMI Healthcare does not bargain collectively with any trade unions, but consults the RCN (whom BMI does recognise) on decisions that affect nursing staff.

Working hours and patterns

Operating hours vary by site at BMI Healthcare. In the vast majority of cases, sites operate a seven-day service with rotas meaning that sites are manned 24 hours a day, but recently BMI Healthcare has piloted closing some of its smallest sites at weekends when activity is very low. Currently, there are no standard "daytime" hours common to all hospitals.

Staff in pharmacies work daytime hours, with pharmacies usually staffed from 8am to 6pm, by means of two overlapping morning and afternoon (or early and late) shifts. Imaging departments, physiotherapy and outpatient departments usually operate from 7am until 8pm or 9pm. Two of the three emergency care centres are open to walk-in patients from 8am to 8pm seven days a week, with the third operating slightly shorter hours every day of the week.

Shift patterns for ward nursing staff vary. Many sites use 12-hour shifts, while three eight-hour shifts are also common. A smaller number operate a system of two, slightly overlapping 10-hour shifts.

Pay arrangements for working unsocial hours

The overall approach of BMI Healthcare is to pay staff at plain time (T) regardless of the day or time worked but pay premium rates for overtime (for any hours worked on top of contractual hours of 162.5 hours per month). Salaries may reflect the shift patterns that people do, however. For example, a nurse who works predominantly at night will usually be paid a higher salary than one who does daytime shifts. However the devolved approach to managing unsocial hours work and overtime across the company means that a wide range of different practices and rates are currently in use, including Agenda for Change arrangements for those staff groups transferred from the NHS. At some hospitals, previously-used allowances have been rolled up into salaries, in the past resulting in a higher salary. There are no formal or centralised arrangements for uprating allowances, overtime rates or any other premia.

There is no recognition of unsocial hours work for consultants in their pay as they are not employed directly by the company. It is company policy that department managers, who are eligible for an annual bonus worth up to 15% of salary, do not receive pay for overtime, but in reality, due to the small size of their teams they do often perform overtime doing clinical roles and claim it at their nominal salary, something that the company plans to change over

the coming few months. The table summarises the most common approaches to paying staff for unsocial hours work.

Table 44 Pay arrangements for unsocial hours payments at BMI Healthcare, 2014	
Period	Detail of rates or premia paid
Saturday	Premia rates vary by site and team, ranging from T to T+100%
Sunday	Premia rates differ by site and team, ranging from T to T+100%
Bank holidays	Premium rates are paid, up to T+100%
Evenings	Most sites pay premia rates after 7pm in the evening
Nights	Rates vary depending on whether the staff member is usually scheduled to work nights. Staff who only work nights usually have a higher base salary to reflect this and are not paid an additional premia rate
Overtime	Overtime performed during daytime hours is usually paid at T but there are a range of overtime rates that vary by site and staff group. These are effective once rostered contractual hours of 162.5 a month (equivalent to 37.5 a week) have been worked Typically, T+50% for evening or night weekday work is common, with T+100% for weekend and bank holiday overtime. At one hospital, all overtime is paid at T regardless of when it is performed during the week. Many hospitals use TOIL instead of, or as well as, overtime
Standby/on-call	There are many different arrangements across sites and staff groups. Nursing staff are rarely on call, but a nursing sister may be. A common approach is a flat-rate payment for a call-out plus payment for travel time, sometimes alongside a payment for being on standby over a weekend, for example. Some sites pay a minimum number of hours' pay for a call-out (for example four).

Recent changes

The company has recently implemented a biometric time management system to clock staff in and out. Over the coming 12-24 months it plans to link this to HR and pay information in order to implement a national system for managing and monitoring hours worked and calculating the premium overtime payments that apply.

Planned changes

The company is currently embarking on a process of harmonising the varied arrangements for unsocial hours working and overtime across the whole company. While these plans are subject to consultation, the proposal is to implement standard operating hours of 7am to 8pm, with a premium rate of overtime that kicks in outside those hours (but only once all contractual hours have been performed). The alternative of TOIL will remain as an option, in accordance with current policy. All contractual hours done outside these core hours on a weekday will still be paid at plain time (T), however. The standardised terms and conditions would be applicable to all staff.

It is possible that there will be a compensation payment to facilitate implementation of the changes, but no staff will be 'red-circled'²⁴ on current terms. The company's aim is to "draw a

²⁴ Red-circling is a term to describe protecting an employees' salary following a change to the pay system where otherwise their salary would have been reduced. Protection terms vary but three years' is fairly common practice.

line" under the many different arrangements and bring consistency to the overall framework. Once these changes have been implemented, a second project will look to bring in a single set of on-call arrangements across the company.

Challenges and employer/staff views

The view of the employer is that the single, biggest barrier to the company moving to a simpler, seven-day pay system, whereby all allowances or premium rates are rolled up into base salary, is the higher salaries, pension and allowances paid by NHS trusts – the firm's biggest competitors for staff – under the Agenda for Change agreement. While BMI Healthcare employees are placed within the same pay band as their equivalent role would be positioned in the Agenda for Change pay structure, the overall package for staff is less favourable. The company also reports that nurses leaving to join agencies for high pay rates is a recruitment and retention challenge.

Given the recruitment challenge in the nursing sector, the company states it has little choice but to maintain premium rates for overtime and set them at a level that is seen as acceptable by current and potential staff. It is mindful that any changes to allowances are sensitive in view of current challenges in recruiting nursing and theatre staff.

However, the main motivation for introducing a single approach to overtime rates and unsocial hours working across the company is to introduce greater logic and transparency to the reward structure. The company wants staff to be able to see that they are paid at a comparable rate to other employees in the same or nearby hospital.

In terms of staff views, the company says that the annual staff survey results do not reflect any specific disquiet with working at the weekend or evenings, which has long been the norm for employees in the sector. The results reflect a high level of dissatisfaction with the remuneration package as a whole relative to the NHS, however, but it is generally the lack of progression increases and position in the pay band relative to Agenda for Change that are the focus of employee dissatisfaction with pay, rather than specific unsocial allowances or premia.

One further source of dissatisfaction relates to particular employees who work in the operating theatres, where the company cannot guarantee that shifts will end when they are scheduled to. As operations will often depend on the patients brought to the hospital by a particular consultant, the number of patients on a list for a particular period may change at short notice, while delays in consultants' arrival times also add to uncertainty. The company

says that this is a source of complaints from staff and is working on a project to tackle these problems and reduce overrunning theatre times.

The company believes that the fact that its hospitals are generally far smaller than NHS Trusts with strong personal relationships between members of the workforce, is an important factor in maintaining staff commitment, flexibility and willingness to "go the extra mile". The latest results show that 95% of employees either agree or strongly agree that they are committed to doing their very best for the company (on a response rate of 74%). The company reports that turnover is generally low, with 8% of staff having worked at BMI Healthcare for more than 20 years.

The company says that it gives staff considerable choice over shift patterns worked and will generally agree to any request for changed shift patterns. It reports that this enables staff to balance work and family responsibilities. There is also flexibility around shift times and working hours when it comes to religious or other commitments.

3.2 Case study: Camden Council

Key points

- The council recently introduced a number of changes to payments for unsocial hours working, as part of a wider package of changes;
- Normal working hours are now defined as between 7am and 10pm, Monday to Friday and 8am to 5pm on Saturday and Sunday;
- Unsocial hours payments have been reduced in comparison to the national terms;
- Staff moved onto the new terms on a voluntary basis and those moving across early received a one-off payment worth between £500 and £1,000.

Organisational profile

Camden Council provides a number of services and also has partnerships with local organisations (e.g. NHS and charities) that help provide services to the local community. It has three core service directorates and corporate services: customers, strategy and performance department; finance; organisational development and legal services

Workforce profile

Camden employs approx 6,400 employees (including teachers).

Terms and conditions

Camden is party to the Local Government National Joint Council. Under this national agreement covering local authority employees in England and Wales, conditions of employment can vary at local level, subject to local agreement.

Working hours and patterns

Council employees work either a 35 or 36-hour week and normal working hours are now defined as between 7am and 10pm, Monday to Friday and 8am to 5pm on Saturday and Sunday. Staff work a range of different working patterns, depending on their area of work.

Pay arrangements for unsocial hours working

The table below details payments for unsocial hours working.

Unsocial hours	Payment
Bank holiday working	T+10% + TOIL (staff); TOIL (managers)
Night work	T+23%
Overtime (non-management staff)	T+10%; T+50% on Christmas Day
Disruptive (shift) working	T+15% 'high' levels of disruption; T+10% 'lower' levels of disruption
Standby duty	T+5% per rostered standby period
Call-outs	First 1 hour, no payment; thereafter T+10%

Recent changes

In 2012 the council embarked on the 'Camden Plan 2012-2017' which included a number of changes to its pay and reward system which included a move to job families, changes in its career development, learning and performance, and reward and recognition systems, and changes to terms, conditions and benefits which included changes to payments for unsocial hours working. The combined changes resulted in savings of around £2 million a year, providing a means of avoiding redundancies.

These changes were introduced as part of a package, with improvements in some areas. Staff were asked to move across to the new system on a voluntary basis, although those doing so before March 2013 received a one-off payment worth between £500 and £1,000, depending on grade. This payment, at a time of pay restraint, was probably attractive to many staff. In addition, staff earning below £25,000 a year receive an extra £250 per year on an on-going basis as part of the changes. This is not included in base pay but is pensionable.

Camden Council made a number of changes to working time and unsocial hours patterns and payments in October 2012, as part of a major package of changes to pay and conditions. The main change was that full-time hours were increased from 35 to 36 a week, and normal working hours were defined as a window between 7am and 10pm, Mondays to Fridays, and 8am to 5pm on Saturdays and Sundays. Sick pay and maternity pay (and flexible working arrangements) were retained.

The arrangements for overtime and night premia are less than those provided for under the national agreement for local government, but the premia for bank holiday working improve on the national terms.

Regarding overtime, only staff in the council's 'service provider' segment (that is, staff on or below scale point 25, currently £22,212²⁵) are eligible for overtime pay. This is paid at T+10% every day, apart from Christmas Day, when overtime is paid at T+50%.

Night shifts are paid at T+23%, and staff deemed to work a 'disruptive working pattern' receive T+15% for 'high' levels of disruption, and T+10% for 'lower' levels of disruption. There are no premium payments for other working patterns.

For working bank holidays, staff in the 'service provider' segment receive T+10% plus TOIL. If these employees are required to work on Christmas Day they receive T+50% plus TOIL. All

²⁵ Equivalent to point 17 on the Agenda for Change pay scales.

other staff, in the 'practitioner and manager' segment, receive TOIL only for bank holiday working.

Standby is paid at T+5% per period to eligible staff. Staff on standby will not be paid i.e. (£0) for the first four hours of call-out. Thereafter, these employees receive payment at T+10% for each full hour worked, or TOIL. Unexpected call-outs, where no standby is being paid, will attract payment of T+10% for each full hour worked, or TOIL.

There were also changes to annual leave, with this moving to 25 days plus 2 extra days after five years' service. Existing staff were able to keep their previous entitlement, and continued to accrue long service leave up to 31 March 2015.)

Future changes

There are no future changes planned.

3.3 Case study: Devon Air Ambulance Trust

Key points

- Devon Air Ambulance Trust provides a service during every hour of daylight, every day of the year. Since it was founded in 1992 it has extended its hours of operation a number of times and has plans to extend operating hours into the hours of darkness over the next three years.
- Paramedics, who are employed by the local NHS Trust, are covered by Agenda for Change pay rates but do not perform as many unsocial hours shifts as road ambulance staff. There is a local agreement to pay them the maximum 25% premia they would earn if they were doing road ambulance work.
- Doctors volunteer their time. Pilots receive a salary that reflects the fact that they work unsocial hours, with no additional payments. Shop staff work Saturdays with no additional premia. Operational managers do not receive any unsocial hours pay, but maintenance staff on a contract between the Trust and Airbus Helicopters receive a 20% unsocial hours premia.
- There have been various transitions to increased hours, but they have not generally required the charity to pay extra unsocial hours pay, as weekends were covered even when the service was a five-day-a-week service and there is currently no night work.

Organisation profile

Devon Air Ambulance Trust (DAAT) is one of the five air ambulance services that cover the South West of England. Its first flight was in August 1992 when it began as a five-day-a-week operation, since when it has gradually extended its operating hours, with the purchase of a second helicopter in 2005. It is a charity, but linked to the charity is an operating company. This is because, unlike many of the UK's air ambulance charities, DAAT owns and operates its own aircraft, gaining its own Air Operator Certificate in March 2014, which cannot be issued to a charity by the Civil Aviation Authority.

Workforce profile

Within the charity function there is a small head office workforce of around 20 to 30 staff. There is also a manager and part-time assistant manager employed at each of the charity's 14 shops. The charity manages a large volunteer workforce of around 400 people, which varies seasonally.

Operational employees work from two airbases. DAAT is among the minority of air ambulance charities that employ its own pilots. It employs four, plus a manager, with contract pilots used where necessary to provide cover leave and absence. Helicopter

maintenance is contracted to an external company, Airbus Helicopters. In addition to this support, DAAT employs a part-time engineer directly.

The clinical and operational workforce includes 14 paramedics, all of which are employed by the South West Ambulance Service Foundation Trust (SWASFT). Ten of the paramedics are supplied by SWASFT to support the service at the Trust's expense, with the remaining four funded by DAAT. Doctors and consultants contribute their time on a voluntary basis. Other operational staff include the Operations Director, who is seconded from SWAST on a permanent basis. There are three Helicopter Emergency Medical Service (HEMS) dispatchers who are employed by SWAST but work exclusively for DAAT and two neighbouring air ambulance charities.

Terms and conditions

The paramedics employed by SWASFT are covered by Agenda for Change terms and conditions. Twelve are paid on band five of Agenda for Change while two clinical leads are on band six. A specific local arrangement covers unsocial hours pay but other terms and conditions are the same as they would be for a land-based paramedic. HEMS dispatchers are also paid according to Agenda for Change ambulance staff arrangements. While terms and conditions for pilots and the directly-employed engineer are set by the charity, those for other maintenance workers under the Airbus Helicopters contract are set by the contractor.

The Charity does not recognise or bargain with any trade unions, but the paramedics employed by SWAST are covered by their employer's recognition agreements with various NHS trade unions.

Working hours and patterns

Head office and shop staff work daytime hours, with head office staffed from 8am until 6pm. Some head office and shop staff work on annual hours contracts, reflecting both seasonal variations (fundraising activities are much busier in the Summer months) and the fact that the charity is highly flexible about which hours people perform in order to deliver their individual job plan.

Operational staff (pilots, dispatchers and paramedics) are rostered to shift patterns that enable the service to be available during each hour of daylight on every day of the year. In the Summer, this means that the working day is between 6am and 10pm (pilots do not start flying until 7am as regulations restrict them from performing longer than a seven-hour shift if they start work before this). In the winter months, operational hours are reduced to around

eight daylight hours. During summer, one shift covers one helicopter from 7am until 5pm while another shift covers the other helicopter from 11am to 9pm, although shifts can overrun.

Every six weeks, the paramedics who work for DAAT return to their land-based ambulance service for one week, in order to maintain their land-based paramedic experience and in reflection of the partnership between the NHS Trust and DAAT.

Doctors and consultants tend to work during the week and rarely work at weekends. They volunteer for DAAT during their Supporting Professional Activities (SPA) time.

Pay arrangements for unsocial hours

Paramedics would normally be covered by the standard arrangements for ambulance trust workers in pay bands one to seven, which allow for a percentage of basic salary (up to a maximum 25%) to be paid depending on the number of hours worked before 7am and after 7pm Monday to Friday, or at any time over weekends or bank holidays. However, in 2010, DAAT took the decision to pay (and fund) the maximum premium of 25% to its paramedics. This is the allowance they would be entitled to if they continued to perform road duties involving a significant amount of night work, but, given that operational hours at DAAT are during the daytime, would be reduced to a maximum of 9% under the national agreement. They do, however, predominantly perform night shifts on the week they return to land-based work with SWASFT.

This decision was taken both in response to recruitment problems that the charity experienced when Agenda for Change came into effect in 2004 (see challenges and employer/staff views section below), but also to reflect the demanding nature of the air ambulance paramedic role.

Pilots receive no enhancements for working unsocial hours, reflecting the norm across the aviation sector. Their market rate reflects the fact that they work unsocial hours; DAAT reports that their salary would be lower if they worked Monday to Friday, although such a working pattern is rare for pilots.

While not employed directly by the charity, the maintenance staff covered by the Airbus Helicopters contract receive a premium for unsocial hours work of 20% on basic salary. This is because there was no precedent for unsocial hours work for support engineers in these roles prior to the air ambulance contracting this service, as the only other clients for this

service were the police. As police helicopters operate on a 24/7 basis and the service is busier at night, maintenance is done in daytime hours. With the air ambulance services, however, maintenance needs to be done predominantly during the hours of darkness in order to avoid the helicopters being taken out of service during hours of operation. Therefore, a new unsocial hours premia was seen to be necessary in recognition of this.

Management staff on the operational side work long and irregular hours but do not receive any sort of unsocial hours pay, such as the Operations Director, who could be expected to work at any time on any day but is able to take time off in lieu of hours worked (TOIL) and can work shorter hours when long hours are not necessary.

TOIL is the charity's preferred means of paying for overtime, especially amongst head office and shop staff. It uses a timesheet reporting process to keep track of TOIL owed and encourages staff to take it, although reports that not everyone always takes the time off that they are owed. Paramedics can choose to take overtime as TOIL or be paid at the overtime rates set out in the Agenda for Change agreement, with most usually opting for the latter. Pilots are not eligible for paid overtime, instead taking overtime worked as TOIL. The restrictions governing the hours that pilots can fly essentially mean if they work longer hours one week, they must work fewer the next.

Recent changes

There have been significant changes over the years to operating hours and arrangements and changes are planned for the coming years. From 1992 to 1997, DAAT was a five-day operation, with paramedics and operational staff covering one eight-hour shift from Thursday to Monday. As this already covered the weekend period, this meant that, other than extra hours worked, there were no additional unsocial hours pay costs when DAAT moved to operate seven days a week from 1997.

In 2005, operational hours were extended from 8am - 4pm to 7am - 5pm. This involved lengthening the shift period worked by staff from eight hours to 10 hours a day. Again, this did not have any implications for unsocial hours pay, particularly as 7am is the cut-off for unsocial hours payments for ambulance crew covered by Agenda for Change, rather than the 8am cut-off for other staff groups. However, as Agenda for Change had just been introduced, there were problems recruiting an operational manager for the second airbase because the role did not attract unsocial hours premia. During this period there were also problems recruiting paramedics who found their unsocial hours pay falling below that of road-based

staff due to the fact that they were not working night shifts, a situation that was resolved in 2010 when the charity introduced the set 25% unsocial hours premia.

There was then a move from 10-hour to 12-hour shifts in 2012. In order to cover the busiest part of the day (11am to 5pm) with two helicopters but cover either ends of the day with one, this meant introducing an early shift and a late shift, covering up to 14 hours of daylight during the Summer months. The set rate for unsocial hours premia meant that working later into the evening did not involve additional expense in terms of unsocial hours pay.

Year	Operational hours
1992	Eight-hour day 8am to 4pm, five days a week (Thursday to Monday)
1997	Eight-hour day, 8am to 4pm, seven days a week
2005	Second aircraft launched, with second crew working five days a week (Thursday to Monday)
2007	HEMS team established Second helicopter extends to seven days a week (both crews working 10-hour shifts)
2012	Extended to two 12 hour shifts to cover flying periods of 7am to 5pm and 11am to 9pm (summer time)
2016	Two shifts to cover 15+ hours from 7am to 10pm
2017	Three shifts to cover 17+ hours, one team covering 7am to 7pm, two teams covering 7am to midnight

Future changes

DAAT has a target to extend flying hours to 10pm all year around from 2016, with a further extension to midnight from 2017. This is dependent on meeting fundraising targets and will mean significant expense in many areas, such as new equipment, increasing crew numbers and specialised training for night flying. The Charity has a long-term objective of a 24-hours service, but current evidence shows that demand tails off significantly after midnight, so while flying until 3am is a target for five or six years' time, extending to 24 hours a day may not be necessary.

Longer operating hours will also mean a shift handover, with the Exeter-based helicopter to be manned by an early shift of 7am to 5pm and a second crew carrying out a later shift on the same aircraft after that. It will also mean increased unsocial hours working for pilots, paramedics and all other workers associated with operational delivery.

While present arrangements for a 25% unsocial hours premium will continue, if, for example, there are changes to the national arrangements covering unsocial hours payments for paramedics employed by the ambulance trusts that might require them to claim for the exact unsocial hours worked rather than receive a flat-rate premium, DAAT anticipates recruitment problems if it does not to continue its current arrangement, or introduce some

sort of market-based supplement to reflect the high demands of the air ambulance paramedic role.

It is likely that pilots' pay would remain the same, although again, costs will increase due to increased staff numbers.

As part of changes to the charity's clinical model planned which focus on upskilling the paramedics further, the charity intends to move from doctors donating their time as volunteers to paying them an honorarium for work in a more consistent way, primarily to enhance paramedic development. The payment will reflect the fact that this will involve some evening and weekend work.

Challenges and employer/staff views

Recruitment and retention of paramedics is a key consideration for DAAT in determining unsocial hours payments. DAAT only recruits experienced paramedics who have been qualified for a minimum of four years. They are expected to meet the required level of both clinical and aviation qualifications, undertake highly challenging personal development requirements and also play a part in supporting the fundraising and profile-raising activities of the charity. In part, the charity's payment of the full unsocial hours payments available to road-based paramedics is, as DAAT's Operations Director says, "in recognition of the unsocial hours they could be doing if they weren't doing the extra things that we ask them to do."

This is demonstrated by the fact that shortly prior to the implementation of Agenda for Change in 2004, DAAT received 187 applications when it advertised for one paramedic role. When Agenda for Change was implemented, but before DAAT had decided to fund additional unsocial hours payments, the same job advertised attracted 14 applicants. DAAT's Operations Director is certain that, should the ambulance service move to a new arrangement for unsocial hours payments whereby crew were paid for the exact unsocial hours worked each month rather than being paid an overall premium reflecting unsocial hours work (which would lead to a significant reduction in unsocial hours payments for air ambulance paramedics as they do no night work) seven of DAAT's 14 paramedics would wish to leave for financial reasons.

The arrangement also reflects the Charity's desire to be - and be perceived as - a good and fair employer, with any negative impact of staff discontent with pay or working conditions having the potential to impact on the charity's reputation and success in fundraising. For

example, the charity has taken the decision to pay its assistant shop managers the living wage, despite this being above the market rate for equivalent retail jobs in the local labour market.

In terms of staff motivation, the charity reports that seven-day working amongst its staff is seen as the norm, especially amongst paramedics who have usually worked unsocial hours shifts on road ambulances for at least four or five years before joining DAAT. It reports that during a recruitment exercise a number of potential recruits will usually drop out once the unsocial hours requirements (and other demanding elements) of the job become clear, but that generally, there is no challenge in motivating people to work at weekends or into the evening.

DAAT has been able to accommodate requests for reduced or altered working hours from a number of paramedics with children in recent years, although it states that should half the paramedic crew wish to do this, it would be more challenging (but not impossible) to accommodate. DAAT's Operations Director says that current arrangements for unsocial hours payments mean that paramedics who reduce their hours do not lose out. If the ambulance trust was to move to a system whereby payment was made for the actual unsocial hours worked, however, he believes that many paramedics would wish to return to their substantive role on road ambulances in order to work the night shifts that would attract these premia.

The charity reports that the biggest challenge it faces to delivering its service cost-effectively on a seven-day basis is difficulty in accessing clinical and other services at the weekends, which can mean that crews are delayed while trying to access other services when at an incident, such as accessing a GP, district nurse or mental health services.

Employee group (employee numbers)	Working pattern	Pay arrangements	Unsocial hours (weekday evenings, Saturday and Sunday, bank holidays)	Overtime	On-call/standby
Paramedics (14)	Two crews working shifts covering daylight hours, around 8am to 5pm in winter, 6am or 7am to 10pm in summer, seven days a week	Paid in line with Agenda for Change arrangements for ambulance crew. Most paramedics are band 5, with two clinical leads on band 6	Local agreement allows paramedics to receive 25% unsocial hours' premium even where their hours do not meet the 21+hour-a-week threshold for ambulance staff under Agenda for Change	Can choose either TOIL or paid overtime according to Agenda for Change rates	Covered by agenda for Change arrangements for ambulance staff
Pilots (5)	Shifts covering daylight hours, around 8am to 5pm in winter, 7am to 10pm in summer, seven days a week	Basic salary determined by DAAT in line with market rates for pilots doing unsocial hours. Contract pilots for cover work on a daily rate	No unsocial hours payments; work done during these times paid at T	TOIL, strictly controlled in line with regulations governing the hours that pilots can work each week.	Not applicable. Contract pilots used to cover annual leave or sickness
Doctors (numbers vary)	Volunteer in their Supporting Professional Activities (SPA) time	Where used, doctors and consultants donate their time on a voluntary basis	No payment received	Not applicable	No on-call or standby payments
Engineer (1)	Part-time (0.8 FTE) employee who works flexibly with choice over shift patterns. Around half of working time is during unsocial hours	Paid a basic, flat-rate salary with no enhancements	Unsocial hours paid at T	TOIL	No on-call or standby payments. Not formally required to be on-call

3.4 Case study: London Underground

Key points

- Services are provided by station and train staff 24/7, 364 days a year via a range of shift patterns;
- Shift premia for train and station staff were consolidated into basic pay in 1992, a move which saw salaries increase by around 30%;
- Staff-run syndicates enable local flexibility;
- Operationally extending services is not difficult, however the trade unions have expressed safety concerns over extending weekend train services;
- It is important to get staff and unions on board when implementing seven day working practices.

Organisational profile

London Underground is a wholly-owned subsidiary of Transport for London (TfL). TfL is the integrated body responsible for the capital's public transport system. Its role is to implement the Mayor's transport strategy for London and manage transport services across the capital for which the Mayor has responsibility.

Workforce profile

London Underground has around 12,000 employees. The main employee groups are management and administration, operational staff (station staff, drivers and operational managers) and engineering.

Terms and conditions

London Underground negotiates with the RMT, ASLEF, TSSA and Unite trade unions and a single agreement covers all employees. There are variations in terms by grade and also some specific variations for specific groups which have been negotiated over the years.

Working hours and patterns

London Underground has a standard 35-hour contract for all employees. Administration and management roles typically work office hours, i.e. 9am to 5pm, Monday to Friday. Both administration and management roles are required to work some unsocial hours.

Operational staff and managers (i.e. station and train staff) work shifts. The contract introduced in 1992 stipulates that the company operates 24/7, 364 days a year (London Underground does not operate on Christmas Day). London Underground operates a number of shifts and shift patterns. The key ones are 'earlies' and 'nights'. The night shift starts at

11pm and finishes at 7am, and an early shift starts anytime from 4.45am. Shifts are for 8 hours, although the average shift is 7 hours 12 minutes.

Rosters are set for each area and staff know what shifts they are working for the next period. In terms of flexibility, some depots have syndicates whereby staff can swap shifts. They are set up and run by staff themselves and the company estimates around 80% of depots run such syndicates.

Pay arrangements for unsocial hours

Payments for unsocial hours working vary by employee group. Administration staff are paid T+50% Saturdays and T+100% on Sundays, although this is not frequent. Managers have an unsocial hours payment consolidated into basic pay, worth 2.5% of base pay. They are expected to work up to 25% of their total working hours at unsocial times. If managers work above 25% of their time as 'unsocial hours', the payment is increased to 5% of base pay.

There are no additional premia for shift work for operational staff as these were consolidated into basic pay in 1992 when the new contract was introduced. Previously the organisation operated a host of different shift premia and there were a large number of variations in the payments which had been negotiated over the years, which resulted in a very complicated system. The new contract, which saw basic salaries increase by around 30%, also resulted in some cost-savings.

Operational staff receive overtime at T+25%. Station staff can volunteer for overtime but train staff cannot, due to safety reasons. However drivers do sometimes work overtime due to incidents extending their shift. Overtime is monitored and no employee is expected to work more than 30% of their contractual hours in overtime over a four-week period, although the organisation says there is an 'overtime culture' in the stations.

There are no payments for overtime for managers but managers can take time off in lieu for extra hours worked. Managers do not always take the hours back.

	Administrative and office staff	Operational staff (station and trains)	Management
Unsocial hours	T+50% Saturdays; T+100% Sundays	Consolidated into basic pay in 1992	Consolidated 2.5% or 5%
Overtime	TOIL	T+25%	TOIL
Standby and on-call	N/a	None	None

Recent changes

The 2002 agreement included provisions for all-night running for special events, for example on New Year's Eve and during the Olympics. This included a payment for operational staff working New Year's Eve worth three times basic salary. During the Olympics operational staff were asked to work later and were paid T+100% for the extra hours, although this did not cover every shift or every driver, just some drivers and station staff on affected lines and stations (mostly the Jubilee line).

Future changes

Tube services are due to be extended to operate all night on Fridays and Saturdays from September 2015. The discussions about rostering arrangements and compensation are still underway with the trade unions. The unions have also expressed concerns about safety.

As far as London Underground is concerned, there is demand for this service and it can relatively easily extend train operating hours. The services now require around 20 operational staff per station. For all-night running this would increase to 30 staff. London Underground estimates that all-night running will only require an extension of four hours per night.

Challenges and employer/staff views

The current system works well, according to London Underground however the trade unions have expressed concerns about the extension to services at the weekend on a number of safety grounds including the potential that violence against staff could increase. There are also concerns about maintenance and other works that need to take place when the trains are not running.

In respect of advice for implementing seven-day working, London Underground believes it is important to consider it carefully as there are many issues involved. It is also important to get both staff and the trade unions on board in order to help the workforce see the potential benefits.

3.5 Case study: Nissan

Key points

- Unsocial hours working is managed by shift working, with set premia for different patterns
- The company operates 25 different shift patterns with 10 separate premia but the vast majority of staff work one of four patterns which attract premia of 12%, 22%, 30% and 38% respectively
- The company would like to manufacture more cars, however there are concerns about the potential negative impact on staff health due to the physical and repetitive nature of the work

Organisational profile

Nissan Manufacturing UK (NMUK) is a Japanese-owned car manufacturer with a turnover of £4.3 billion and a substantial presence across Europe. NMUK's operations comprise sites in Cranfield and Sunderland. The Nissan Technical Centre Europe in Cranfield is responsible for the research and development of European vehicles. NMUK Sunderland Plant manufactures the Qashqai, Note, Juke and Leaf models. Other Nissan sites in the UK are Nissan Motor GB in Maple Cross which provide sales and marketing support and Nissan Design Europe in Paddington which designs vehicles for sale throughout the world. All sites work closely with Nissan operations across Europe.

Workforce profile

NMUK employs around 7,000 supervisory, engineering, manufacturing and business support staff at its sites in Sunderland and Cranfield. Office-based staff, such as HR, finance and administration, are referred to as 'indirect' staff and production staff are either 'semi-direct' or 'direct' staff. The main grades are manufacturing staff, team leaders, supervisors and seniors.

Terms and conditions

The company council negotiates terms and conditions with Unite and there is one collective agreement for all employee groups.

Working hours and patterns

All employees have a standard working week of 37 hours and work shifts. Office-based staff work a day shift which runs from 7.55am to 4.40pm Monday to Thursday, and from 7.55am to 2.25pm on Friday. Office-based staff sometimes work outside these hours, depending on the department. For example in HR staff may come in at 6am in order to have a discussion

with an employee finishing the night shift, or engineers may have to come in early for a conference call with Japan.

Manufacturing operations vary on each of the production lines. Line 1, which makes the Qashqai and Leaf models, operates from 9pm on Sunday through until 11pm on Friday night but employees often work overtime on a Friday night shift and a Saturday day shift. Line 2, which makes the Juke and Note models, operates 7am to 1.30am Monday to Thursday, and 7am to 11.30pm on Friday.

NMUK operates 25 different shift patterns and 10 different premia, though some of these cover only a small number of people. For example, there are currently only 40 staff on the 'slip and slide' pattern, whereby staff work every weekend but have two days off during the week.

On line 1 there are two main shift patterns: a three-shift pattern whereby three crews work days, nights and lates rotating; and a four-crew 12 hour shift, whereby four crews work two 12-hour days shifts, followed by two 12-hour night shifts, followed by four days off. On line 2 there are two crews and they each work a week of day shifts, followed by a week of night shifts, continually rotating throughout the year.

The battery plant was set up in 2011 after the main vehicle facility and the pattern here varies slightly compared to the four shift pattern on line 1. Here the shifts cover more hours during the week and a Saturday shift has been removed. This reduces the amount of unsocial hours worked and the premium has been reduced accordingly (T+30% rather than T+38% for the other four shift pattern).

Pay arrangements for unsocial hours

Where office-based staff work outside of regular hours they qualify for an occasional shift allowance. An early shift must start no later than 6am and the premium is worth T+12%. A late shift must finish no earlier than 10pm and the premium is worth T+20%. Nights are not defined but it is usually considered night work if employees work until 3 or 4am. The premium for night work is T+33%. Additionally staff working over 37 hours a week also qualify for overtime in addition to the shift payment (see overtime details below). Office-based staff very rarely work a night shift. Small departments, for example IT, may work nights more frequently. Some employees may never work a night shift – it depends on the department and the project.

Shift	Details	Payment
Early shift	Must start no later than 6am	T+12%
Late shift	Must finish no earlier than 10pm	T+20%
Night shift	No formal definition, usually work up to 3am or 4am	T+33%

In manufacturing, the shift premia are T+12% for the days/late two-shift pattern, T+22% for the days/lates/nights three-shift pattern, T+38% for the continental shift and T+30% for the four-shift pattern in the battery plant.

Shift	Details	Payment
Two-shift	Days and lates, Monday to Friday	T+12%
Three-shift	Days, lates and nights, Monday to Saturday	T+22%
Four-shift (battery plant)	Days and lates, 7 days (one less Saturday)	T+30%
Four-shift	Days and lates, 7 days	T+38%

Overtime premia for the majority of staff are paid at the following levels: Monday to Saturday, T+50%; Sunday, T+100%. Overtime is paid for any hours over the standard 39-hour week. If the overtime hours are worked outside of regular hours (i.e. day shift) staff are eligible for both the overtime rate and the shift premium.

Senior grade staff – senior engineers, senior controllers and senior supervisors – receive a lump sum payment worth £9,818 a year which is paid monthly. The additional award is paid throughout the year in recognition of a requirement that staff have to work the hours necessary to carry out their responsibilities in full. The award takes the place of any overtime payments.

There are no guaranteed overtime hours, however overtime shifts are scheduled in the working time calendar²⁶ and staff are expected to work overtime. All overtime hours are either on Friday night or Saturday and it is always worked by the staff working nights that week. The Friday night overtime shift qualifies for both the T+50% overtime premium and the 33% night premium.

Staff are expected to work overtime but the company does try to accommodate holidays where feasible, however the production lines operate on a lean basis and has very little slack which means it is not possible to have four or five people from the same crew off at the same time.

²⁶ Nissan has a working time calendar for each month and this is published two weeks before the start of the month.

Standby and on-call duty is department-based, whereby some departments are required to have staff on standby. This is managed by a rota system and is not contractual. The frequency of standby will vary, for example some departments require staff to be on standby one day a week, and others may require a full week of standby. Line managers arrange the rotas - mostly on an informal basis and staff can swap if necessary. There are no payments for being on standby but if staff come into work they qualify for overtime and/or shift premium, depending on when the hours are worked. Staff can also opt to take time off in lieu for any hours worked on-call. The minimum payment is for three hours.

The company operates a volume flexibility arrangement under which it can require employees to 'stand down' for a maximum of seven shifts a year, subject to changes in demand. Employees 'bank' these hours with no loss of pay and can be required to work them back (or 'stand up'), on a shift by shift basis, up to a maximum of six times within the same 12-month period. The first stand-down shift does not have to be worked back and any further stand-downs not worked back within 12 months are waived. This arrangement applies to employees working a shift pattern including a Friday late shift and can occur on a Friday day or late shift. In 2008 the company council implemented a short-term special agreement, the Temporary Economic Flexibility Agreement (TECFA), which enabled staff to be stood down on other days of the week.

Recent changes

The shift patterns are tied to car sales and any decision to add or remove a shift to meet changes in demand is taken by NMGB – Nissan's UK sales division (a separate business). In January 2014 Nissan increased line 2 from two to three shifts and then back down to two shifts again in June 2014, due to a drop in sales volumes. In terms of costs, this change resulted in a reduction of around £2,000 a year per employee since the shift premium reduced from 22% to 12% but there are additional costs from extra overtime hours. Nissan also provides shift protection when shift patterns are altered. In the most recent example staff on line 2 had their shift premium protected for four months after moving back to the two-shift pattern.

Future changes

It is very costly to add or to remove a shift and so this is not something the company does regularly. Working time and volumes are constantly monitored by NMGB to ensure production can keep up with demand and any decision is taken by them in consultation with

head office in Japan. There are no immediate plans for changes in the shift patterns or premia.

Challenges and employer/staff views

The company believes that the current approach works well and has never had any problems getting volunteers to work night shifts or other hours. This, the company told us, is partly due to the culture at NMUK:

“It’s part of the culture here that you do what needs to be done to get the job done, and the shift premia does [sic] help sway people to do it”

However, career development also plays a role. The sorts of projects that might involve night shifts, such as a new model launch, mean that staff may want to work on this as an important accomplishment for their CV. Staff know the project will involve unsocial hours working when they volunteer to work on such projects.

NMUK believes the current shift system works well though it would like to manufacture more Qashqais (Nissan’s most popular car). However, the company is also aware that adding more production time, i.e. a move to 24/7 manufacturing, would have a negative impact on staff health. Due to the repetitive nature of the work and physical aspects of the job, there are already issues with RSI, musculo-skeletal problems and other injuries and an increase in production time would cause more health problems since employees would be covering more shifts overall. The lines also need some downtime for maintenance.

Employee health is a concern and NMUK has an on-site medical centre which is open 24 hours, seven days a week. The company also provides private medical insurance for all employees, a benefit worth around £640 per year. Sickness absence is usually around the 1% mark – currently 1.2% including short-and long-term sickness.

In respect of advice for other organisations moving to seven-day working, NMUK said it believes that getting the unions on board is key and that seeking volunteers to work shifts, rather than requesting staff, also helps to implement the changes more easily.

Appendix 1 – Methodology and sample by sector

The sector summaries in the following sections are based on information from a range of sources as follows:

Actuaries – we spoke to two employer bodies, two specialist recruitment agencies, XpertHR and an employer, as well as assessing two data sources (XpertHR salary data and ASHE findings for actuaries, economists and statisticians).

Air ambulances – IDS undertook a survey of 20 air ambulance charities in England and Wales in December 2014 and January 2015. We received responses from nine organisations, one of which also took part in a case study. The survey was designed specifically for the purposes of this study and the same survey was also used for other sectors in this report. We also undertook some desk-based preparatory work researching the air ambulances sector and the individual employers more broadly, which also involved speaking to the Air Ambulances Association about unsocial hours practices in the sector.

Airline industry - information for the airline industry is based on a sample of 41 airline companies and airports. This data had been collected previously by IDS research staff.

Breakdown services – information for this sector is based on a case study undertaken by IDS with the Automobile Association in 2011, which detailed at the company's move to annual hours, and the National Joint Council (NJC) agreement for the Motor Vehicle Retail and Repair sector. The Motor Vehicle Retail and Repair NJC sets minimum pay rates and conditions of employment for an estimated 150,000 workshop technicians, forecourt attendants and mechanics. The main employers in this sector were approached to take part in this research but declined.

Call centres – analysis for this sector is based on data from the most recent IDS survey of pay and conditions in call and contact centres. This survey was undertaken in June 2014 and received responses from 51 organisations, of which 33 operate in the private sector, ten operate in the voluntary sector and eight operate in the public sector.

Care homes – the summary for this sector covers both residential care homes and nursing homes and some employers operate both types of care home. The data is drawn from the 2014 IDS survey of the housing and social care sector, which covered 93 employers. IDS also

undertook some additional telephone work with a sample of these employers to check if there are any additional unsocial hours payments for nurses.

Central government – the sector summary for this sector draws on information from pay agreements collected by IDS for six government departments and agencies.

Engineering – information for unsocial hours practices in engineering was collected by the 2014 IDS survey of pay and conditions in engineering. In total 68 companies from a range of industries participated in the survey, from vehicles and components producers to food and drink manufacturers. Utilities and energy companies were the largest single group, but most sectors of engineering and manufacturing were well represented.

Fire service – the fire service is covered by a national agreement which IDS monitors on an annual basis and has been doing so for over a decade. The information is based on the agreements and supplementary information collected by IDS and was confirmed by the Fire Brigades Union.

IT and e-commerce – the information draws on the IDS survey of pay and conditions in IT, which was conducted in November 2013 and it covers 32 organisations employing 255,000 employees in total, including some 3,700 IT and 740 e-commerce staff.

Local government – IDS undertook a survey of local government authorities, using the same survey as was used for the air ambulances sector. We also collected further details from contacts in the sector and at the trade unions representing local government workers. This provided sample of 22 councils, one of which also features as a case study in this report.

Pharmaceuticals – the summary is based on information collected from five pharmaceuticals firms. IDS approached a number of pharmaceuticals firms with research and development divisions to take part in this research by they declined.

Police – pay and conditions for federated ranks of constable, sergeant, inspector, chief inspector, superintendent and chief officer are negotiated by the Police Negotiating Board (PNB). The information for the police sector draws on the PNB agreement and other relevant information that has been collected by IDS researchers over a number of years. Police staff are covered by local authority terms and conditions.

Prison service – prison service staff pay and conditions are recommended by the Prison Service Pay Review Body (PSPRB) and there are currently two pay systems in operation. The old ‘closed scales’ and the new ‘Fair and Sustainable’ contract, which was implemented in 2012. Information for the public sector summary draws on the PSPRB’s 13th report and supplementary information collected by IDS research staff from the National Offender Management Service and trade unions. Summary information for privately-managed prisons draws on recent research conducted by IDS for the PSPRB on private sector custodial reward packages, whereby IDS collected information directly from the private sector employers. This covered four of the five private sector employers.

Private hospitals – IDS undertook a bespoke survey of terms and conditions for unsocial hours working in private hospitals and we received information from 17 companies, including the two largest private hospitals (BMI and Spire). BMI also agreed to be a case study.

Public transport – the sector summary is based on information from 13 pay agreements.

Restaurants, pubs and fast food – IDS’ regular monitoring of pay and reward covers the retail and retail catering sectors and we also undertake an annual survey of retail which covers the key firms in this sector. Data from the survey and from our regular monitoring provided a sample of 24 companies on which the sector summary is based.

Retail – IDS undertakes an annual survey of pay and conditions in retail each November and our analysis for this sector is based on data from the most recent survey, together with further information from our general monitoring (a sample of 35 firms).

Road transport – the summary for drivers’ conditions is based on a sample of 11 logistics and food distribution firms and the summary for warehouse workers is based on analysis of payments for warehouse workers at 76 organisations.

Appendix 2 – Salary levels by sector

Table A Salary levels (Source: IDSPay.co.uk)				
Sector/job	Lower quartile	Median	Upper quartile	Average
Actuaries*				
Student actuary	-	-	-	£36,842
Qualified actuary	-	-	-	£50,007
Senior consultant	-	-	-	£86,422
Senior partner	-	-	-	£209,292
Airline industry				
Pilots (level 8)	£87,980	£98,141	£105,3096	£96,960
Call centres				
Call centre worker (level 3)	£15,760	£17,008	£19,478	£17,634
Call centre team leader (level 4)	£21,875	£24,195	£27,000	£24,704
Call center manager (level 7)	£34,875	£41,172	£50,489	£43,816
Care homes				
Unqualified care assistant (level 2)	£12,729	£13,589	£14,567	£13,915
Care assistant (level 3)	£13,324	£14,733	£16,162	£14,906
Care home team leader (level 4)	£16,268	£18,321	£20,471	£18,636
Care home manager (level 7)	£27,954	£31,392	£35,932	£32,530
Central government				
Administrative officer	£17,805	£18,691	£19,152	£18,602
Civil service grade 6	£58,519	£60,961	£62,978	£60,840
Engineering				
Operator (level 2)	£17,330	£19,539	£22,957	£20,349
Technician (level 4)	£24,123	£27,720	£31,211	£28,019
Engineer (level 6)	£32,719	£36,000	£42,210	£36,698
Fire service				
Firefighter	-	£25,426	-	-
Station manager	-	£39,396	-	-
Area manager	-	£53,113	-	-
IT and e-commerce				
IT network engineer (level 6)	£26,835	£29,629	£34,114	£31,423
IT function head (level 9)	£63,125	£75,637	£100,583	£85,097
Local government				
Social worker (level 6)	£28,051	£29,764	£30,851	£29,726
Administration officer (level 4)	£18,144	£19,638	£21,571	£20,177
Senior social worker (level 7)	£32,800	£34,110	£35,863	£34,352
Manager function head (level 9)	£63,041	£70,606	£82,875	£76,168
Police				
Constable	-	£31,341	-	-
Sergeant	-	£39,426	-	-
Inspector	-	£49,923	-	-
Prison service				
Prison officer (band 2)	-	£17,751	-	-
Custodial manager (band 5)	-	£26,240	-	-
Governor (band 11)	-	£67,398	-	-

Sector/job	Lower quartile	Median	Upper quartile	Average
Public transport				
Train driver (level 6)	-	£36,728	-	-
Restaurants, pubs and fast food				
Restaurant worker (level 2)	£12,971	£13,609	£14,260	£13,710
Retail				
Sales assistant (level 2)	£12,577	£12,966	£13,475	£13,118
Retail manager (level 5)	£21,186	£24,882	£30,474	£26,642
Road transport				
Driver (level 3)	£18,124	£20,022	£24,430	£22,045
Senior staff				
Function head, private services (level 9)	£72,250	£86,143	£112,698	£94,649
Function head, public sector (level 9)	£62,604	£72,860	£85,000	£77,686
Function head, not-for-profit (level 9)	£50,000	£59,083	£67,000	£59,374

*Data from XpertHR 2014 actuaries and actuarial students salary survey.