



Review Body on Top Salaries

Report No. 19

Sixth Report on
Top Salaries

Chairman:

THE RT. HON. LORD PLOWDEN, KCB, KBE

*Presented to Parliament by the Prime Minister
by Command of Her Majesty
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REVIEW BODY ON TOP SALARIES

The Review Body on Top Salaries was appointed in May 1971 with terms of reference to advise the Prime Minister on the remuneration of the Chairmen and members of the Boards of nationalised industries; the higher judiciary and certain other judicial appointments; senior civil servants; senior officers of the armed forces; and other groups which may be referred to it. The appointments in the nationalised industries were removed from the Review Body's remit in August 1980.

The members of the Review Body are:

Lord Plowden, KCB, KBE, *Chairman*

Sir Harold Atcherley

Lord Chorley

Lord Hirshfield

Andrew Morritt, QC¹

Sir David Orr, MC²

Baroness Seear

Sir Thomas Skyrme, KCVO, CB, CBE, TD

The Secretariat is provided by the Office of Manpower Economics.

¹ Mr Morritt was appointed to the Review Body by the Prime Minister in December 1982.
² Sir David Orr was appointed to the Review Body by the Prime Minister in July 1982. He is also Chairman of the Review Body on Armed Forces Pay.

SIXTH REPORT ON TOP SALARIES

Background

1. Our last Report on Top Salaries (Report No. 18¹) contained the results of the comprehensive review of salaries we had begun in 1980, and presented our recommendations on the salary levels that we judged to be appropriate for 1 April 1982. These involved substantial increases in the salary levels we had recommended in 1980, in the range 13-20 per cent. The actual increases required were higher still as, for the most part, the salary levels recommended in 1980 had not been fully implemented.

2. Our recommendations for April 1982 were not accepted fully by the Government. The Prime Minister announced the Government's decision in a written statement to the House of Commons (Official Report, 12 May 1982, cols 257-262) in the following terms:

"I informed the House last week that the Government were considering the report of the Top Salaries Review Body on the pay of the higher Civil Service, senior officers of the Armed Forces and the judiciary. I am now able to announce our decisions.

The report recommends increases in the pay of the higher Civil Service and senior officers of the Armed Forces averaging 13 per cent, and for the judiciary 20 per cent, above the levels recommended as appropriate at 1 April 1980.

Because the 1980 recommendations have, for the most part, not been fully implemented, the recommended increases over the salaries currently in payment are somewhat larger: 19.4 per cent for the Civil Service and the Armed Forces and 24.3 per cent for the judiciary. In its report the TSRB argues cogently that substantial increases in the salaries of these groups are now justified. The Government agree. It is in the national interest to ensure an adequate supply of candidates of sufficient calibre for appointment to judicial office and to provide an adequate career structure and suitable differentials in the higher reaches of the Civil Service and the Armed Forces. The House will remember that, after many years of restraint, the pay of these groups is still on average 5 per cent below the levels considered appropriate as long ago as 1 April 1980. This situation is unique among public servants and, in the Government's view, its continuation would carry unacceptable risks of long-term damage to our ability to attract and retain individuals of the high calibre needed to fill these vital posts.

There are sound management reasons for bringing these salaries up to date quickly and for keeping them up to date in future. But the immediate increases needed for this purpose are large; and, as I announced last week, the Government have felt obliged to cut back the salaries recommended for doctors and dentists in the most recent DDRB report. Accordingly, we have decided that we must ask the TSRB groups also to accept some abatement in their salaries this year. The precise level of abatement to be applied is a matter of judgment. A table showing the conclusions to which the Government have come is appended to this answer. We were particularly concerned with the

¹ A full list of our previous reports covering senior civil servants, senior officers of the armed forces and the judiciary is at Appendix A.

need to provide adequate pay differentials between the lowest grades of the Civil Service and the Armed Forces covered by the report and their colleagues immediately below them in their respective organisations. For the rest we have applied an abatement of about one-third of the proposed increase at the highest levels in each group and have settled intermediate salaries broadly in line with the pattern of differentials proposed in the Review Body's report. We recognise that this abatement will be one of the factors to be taken into account by the Review Body in the course of its next review."

3. The amount of the abatement applied by the Government varied. In many cases it was about a quarter of the difference between the recommended salaries and the salaries then in payment, but for some the reduction was greater. Overall, an increase of slightly less than 5 per cent is now needed for these groups to bring pay up to the levels we recommended as being appropriate at 1 April 1982. The salaries recommended in Report No. 18 and those now in payment are set out in Appendix B.

4. Although we welcome the fact that a substantial part of the increases in salary that we recommended last year was implemented by the Government, it is unfortunate that they were not implemented in full. Our recommendations for April 1982 were, we believe, fully justified. Indeed, we made it clear in Report No. 18 (paragraph 96) that, on the basis of the evidence we had received on salary levels for posts of commensurate responsibility elsewhere, we could not regard the figures which we were putting forward as at all excessive; and that, in less constrained economic circumstances, we might well have recommended higher figures for certain posts. To continue to hold these salaries below their proper level is damaging to the morale of those affected and those who aspire to reach senior levels, and ultimately to the public interest. Moreover, it creates its own problems with the need for 'catching up' increases that are higher than would otherwise have been the case.

5. We were interested to see what the Committee of Inquiry into Civil Service Pay, under the chairmanship of the Rt Hon Sir John Megaw, had to say on this subject in their report published in July 1982 (Cmnd. 8590, paragraphs 359-360):

"The change we would urge on Governments of whatever party is that they should pay much more attention than in the past decade to the Review Body's recommendations. Successive Governments have repeated the pledge made to the TSRB by the then Prime Minister when the TSRB was established in September 1971, that the "recommendations of the Review Body will be accepted by the Government unless there are clear and compelling reasons to the contrary". There have, however, been more and more occasions when Governments have identified "clear and compelling reasons" not to accept the TSRB's proposals.

The evidence that we have received in the course of our Inquiry has convinced us that this failure to implement recommendations has led at times to a compression of differentials and depression of salaries at the top of the Civil Service. The financial cost of remedying it is normally small. We believe that any repercussive effects of high levels of increase for the relatively few top staff based upon the findings of the independent Review Body have normally been caused when Governments

have withheld the full increases due, and been forced later to rectify the underpayment. It would be preferable if pay at these levels were regularly revised, as is the pay at other levels. The long-term efficiency of the management and direction of the Civil Service makes it desirable that at the earliest opportunity pay should rise to the level assessed as appropriate by the Review Body. We hope that the Government will not be deflected from this."

These considerations apply, in our view, with equal force to the other groups within our terms of reference.

6. We have noted the terms of the Government's announcement following our last report and, in particular, the acknowledgement that the salaries of those for whom we make recommendations should be brought up to date quickly, and kept up to date in future. It is against this background that we now put forward our recommendations for April 1983.

The current review

7. We decided that it would not be appropriate so soon after Report No. 18 to attempt another comprehensive review. Some members of the judiciary have made representations to us about the relative levels of particular posts within the judicial structure. We examined the judicial structure thoroughly in our last review and, although we have taken note of the points which have now been raised, we see no justification for making adjustments to it on this occasion. This would be inappropriate in an updating review unless we were convinced that there were serious anomalies or major changes in responsibility which could not await consideration as part of our next full review. Nonetheless, in view of the representations that have been made, we shall look again at the judicial structure next year.

8. There are some other issues which we will also need to consider then. At the time of our last review the role of the Sheriffs Principal in Scotland was being examined by a committee chaired by Lord Grieve. That committee has now completed its work and we shall take its conclusions into account in our next review. Also, we were asked last year to add Circuit Registrars in Northern Ireland, and the Registrar of Civil Appeals, to the posts covered by our remit on the judiciary. We shall examine these posts in detail in the next review, to establish whether they are placed correctly in the judicial pay structure.

9. We have already mentioned the general views on the pay of the higher civil service expressed by the Committee of Inquiry into Civil Service Pay in their report last year. They also commented on a number of other matters which, if it is decided to pursue them, could be relevant to our deliberations in the future: these include proposals on the introduction of merit pay and a change to contributory pension arrangements for the civil service. We await the results of the Government's consideration of these matters and their discussions on them with those concerned.

10. We have concluded, therefore, that it is right this year to leave the structure unchanged and to confine our attention to establishing what changes are required in the salary levels recommended for 1982 to bring them up to date at 1 April 1983.

Our inquiries

11. *Evidence.* We decided on this occasion not to invite evidence from all who might be interested, given the limited aim of the review. We took evidence from the Lord Chancellor, the Lord Chief Justice of England, the Lord Chief Justice of Northern Ireland, the Lord Chancellor's Department, the Scottish Courts Administration, the Treasury, the Ministry of Defence and the Council of Civil Service Unions. We also received written evidence from some members of the judiciary.

12. *Surveys.* In our previous reports we have stressed the importance of information about levels of earnings at the Bar in considering salaries for the judiciary, particularly as appointments to the positions of High Court Judge and Circuit Judge, which we view as principal benchmarks in the judicial structure, are filled by those well established in practice at the Bar. In 1980 we carried out surveys of receipts at the Bar in England and Wales, Scotland and Northern Ireland. We also sought information on the receipts before appointment of those recently appointed to the High Court and Circuit Benches. Details were given in Appendix C to Report No. 16. We have not this year conducted a further survey of Bar earnings, but we have sought information about receipts prior to appointment to the High Court and Circuit Bench from those appointed since our last survey. The numbers involved in this one year are too small to form a reliable basis for judgment, but we shall use the information collected as part of the more extensive evidence we expect to gather for our next review. As we have commented previously, it is important to bear in mind the serious potential implications for recruitment if there is an inadequate relationship between earnings at the Bar and judicial remuneration.

13. To help us in assessing appropriate salary levels, we also obtain information on the remuneration of those in senior positions in the private sector at levels of responsibility broadly corresponding to those with which we are concerned. Such information is particularly relevant in considering civil service and armed forces posts. In our 1980 survey we collected information on pay and cash benefits—that is, salary and bonus, commission and profit-sharing payments—and on pensions and fringe benefits. A further survey was carried out in the autumn of 1981 to bring up to date the information about pay obtained previously, but not that on pension and fringe benefits. The information available to us did not suggest that there had been any major shift in pensions and fringe benefits since 1980 to justify collecting further information on those items for this review; and, at the salary levels with which we are concerned, relatively small changes from year to year in the value that might be ascribed to such items will not have any significant effect on our judgment of appropriate salary levels.

14. We decided that for this review we should undertake a further survey to bring up to date the information about pay and cash benefits. The results are set out in Appendix C. In an updating review such as this, information on movements in pay, as distinct from pay levels themselves, is of special importance as a guide to judgment. The table below shows the changes in the levels of direct remuneration between 1 September 1981 and 1 September 1982 in the organisations which responded to the survey for those posts which were paid at £20,000 or over at the time of our previous survey.

4

Range of 1981 salary plus bonus, commission and profit-sharing	Mean salary plus bonus, commission and profit-sharing		
	1981	1982	Percentage increase
	£000	£000	%
£90,000 and over	105.0	124.1	18.2
£80,000 —	83.4	94.4	13.2
£70,000 —	74.0	85.0	14.9
£60,000 —	64.0	72.6	13.4
£50,000 —	53.1	60.9	14.8
£45,000 —	47.0	52.2	11.2
£40,000 —	42.0	45.9	9.2
£35,000 —	37.1	40.8	10.0
£30,000 —	32.2	35.8	11.1
£25,000 —	26.8	30.2	12.9
£22,500 —	23.7	26.2	10.3
£20,000 —	21.1	23.3	10.6

Source: OME

Overall, in the period covered, the average increase in salary (plus bonus, commission and profit-sharing) for all posts in the survey was a little over 11 per cent. For salaries alone, the average increase was 10½ per cent.

15. *General.* In addition to the evidence obtained from our own surveys we also take account of published surveys and other indications of movements in pay and prices. As we have stressed in many reports, we do not see specific comparisons as being capable of application in any automatic way when determining the appropriate salaries for those in our field. Other considerations enter into our judgments. We must have regard also to general developments elsewhere in the economy when framing our recommendations. Moreover, the information we collect by way of our surveys generally relates to a period ending some time before we put forward our recommendations and has to be brought up to date when considering the salaries appropriate for 1 April.

16. For this review it has been necessary, in order to update the information in our survey of pay in the private sector, to take account of developments since September 1982. There was evidence from our survey, and from other sources, of some widening of differentials, with those at more senior levels receiving relatively higher percentage increases in pay than those lower down. It is not clear how far this trend has been continuing more recently. For the purposes of updating we have assumed that salary reviews due for those in our survey between September 1982 and April 1983 are likely to reflect general downward trends, with the level of pay settlements now tending towards an average of about 6 per cent—though the resultant increase in overall earnings can be expected to be higher than this. The underlying year on year rate of increase in the Index of Average Earnings is also falling: the increase in the year to January 1983 was 7½ per cent compared to 11 per cent in the year to January 1982. Against the background of a declining trend in settlements and in the movement of earnings we judge that percentage pay increases at senior levels in the year

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to April 1983 are likely to be substantially lower than those shown by our survey in the year to September 1982 (paragraph 14), although continuing in excess of movements in the Index of Retail Prices. We must stress that while taking due account of the most recent trends, we have to relate our judgment to movements so far as we can estimate them over the whole of the year to April 1983. Equally, we cannot ignore the fact that our recommendations this year are put forward at a time of high unemployment at all levels in society. Among other considerations, this reinforces the need to pay proper regard to relative job security in the public service when judging appropriate salary levels.

Our recommendations

17. In the light of the considerations that we have discussed, we consider that the salary levels recommended below are appropriate for implementation from 1 April 1983. They will involve average increases over the 1982 recommended figures of 6.9 per cent for all groups within our remit.

18. We have put forward these recommendations against the background of the Government's acknowledgement last year that salaries for the groups concerned should be brought up to date and kept there. They represent our considered judgment of the salaries that are appropriate, after taking account of all relevant factors. We are firmly of the view that to award salaries less than these would fail to do justice to those carrying the onerous responsibilities of the most senior positions in the civil service and the armed forces, and of the judiciary. For all the reasons we set out at length in our last report, to continue to depress the salaries for these groups below the justified levels would not only be inequitable but in the longer term against the public interest. It would also be bound to undermine the faith of those affected in the method of independent review by which their salaries are intended to be determined. We urge the Government to implement our recommendations in full, from 1 April 1983.

19. We recommend the following salaries as appropriate with effect from 1 April 1983:

	<i>Recommended 1 April 1983 salaries £</i>
<i>a. Senior grades of the higher civil service</i>	
Secretary of the Cabinet	} 48,000
Permanent Secretary to the Treasury	
Permanent Secretary	42,750
Second Permanent Secretary	39,500
Deputy Secretary	34,250
Under Secretary	27,750
<i>b. Senior officers in the armed forces</i>	
Admiral of the Fleet	} 48,000
Field Marshal	
Marshal of the Royal Air Force	

	<i>Recommended 1 April 1983 salaries £</i>
Admiral General	} 42,750
Air Chief Marshal	
Vice-Admiral Lieutenant General	} 34,250
Air Marshal	
Rear Admiral Major General	} 27,750
Air Vice-Marshal	
<i>c. Judiciary</i>	
Lord Chief Justice	60,000
Master of the Rolls	} 55,000
Lord of Appeal	
Lord President of the Court of Session (Scotland)	
Lord Chief Justice (Northern Ireland)	} 53,500
President of the Family Division	
Vice Chancellor	} 52,000
Lord Justice of Appeal	
Lord Justice Clerk (Scotland)	
Lord Justice of Appeal (Northern Ireland)	
High Court Judge	} 48,000
Judge of the Court of Session (Scotland)	
Puisne Judge (Northern Ireland)	
President, Lands Tribunal (England and Wales)	} 33,750
President, Transport Tribunal	
Chief Social Security Commissioner (England and Wales and Scotland)	
President, Industrial Tribunals (England and Wales)	} 32,750
President, Industrial Tribunals (Scotland)	
Sheriff Principal (Scotland)	
Chairman, Scottish Land Court	
President, Lands Tribunal (Scotland)	
Official Referee (London)	
Vice-Chancellor of the County Palatine of Lancaster	
Recorder of Liverpool	
Recorder of Manchester	
Senior Circuit Judge, Newington Causeway	
Recorder of Belfast (Northern Ireland)	
President of the Lands Tribunal (Northern Ireland)	
Chief Social Security Commissioner (Northern Ireland)	

	<i>Recommended 1 April 1983 salaries £</i>	
Circuit Judge	}	31,000
Chief Metropolitan Magistrate		
Member, Lands Tribunal (England and Wales and Scotland)		
Social Security Commissioner (England and Wales and Scotland)		
Judge Advocate General		
Sheriffs A and B (Scotland)		
County Court Judge (Northern Ireland)		
Master of the Court of Protection		
Senior and Chief Masters and Registrars of the Supreme Court		
Registrar of Criminal Appeals		
President, Industrial Tribunal (Northern Ireland)	}	29,000
Member, Lands Tribunal (Northern Ireland)		
Social Security Commissioner (Northern Ireland)		
Regional Chairmen, Industrial Tribunals (England and Wales and Scotland)	}	26,750
Chairman, Foreign Compensation Commission		
Vice-Judge Advocate General		
Masters and Registrars of the Supreme Court	}	26,750
Metropolitan Magistrate		
Chairmen, Industrial Tribunals (England and Wales and Scotland)		
Provincial Stipendiary Magistrate		
Resident Magistrate (Northern Ireland)		
Chairman, Industrial Tribunal (Northern Ireland)		
Master, Supreme Court (Northern Ireland)		
County Court Registrars and District Registrars of the High Court		

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OFFICE OF MANPOWER ECONOMICS
 30 March 1983

APPENDIX A

PREVIOUS REVIEW BODY REPORTS ON TOP SALARIES

- No. 2: Interim Report on Top Salaries—Cmnd. 5001, June 1972.
- No. 3: Second Interim Report on Top Salaries—Cmnd. 5372, July 1973.
- No. 4: Third Interim Report on Top Salaries—Cmnd. 5595, June 1974.
- No. 6: Report on Top Salaries—Cmnd. 5846, December 1974.
- No. 10: Second Report on Top Salaries—Cmnd. 7253, June 1978.
- No. 11: Third Report on Top Salaries—Cmnd. 7576, June 1979.
- No. 14: Fourth Report on Top Salaries—Cmnd. 7952, July 1980.
- No. 16: Interim Report on Top Salaries—Cmnd. 8243, May 1981.
- No. 18: Fifth Report on Top Salaries—Cmnd. 8552, May 1982.

APPENDIX B

SALARIES RECOMMENDED IN REPORT No. 18 AS APPROPRIATE AT 1 APRIL 1982 AND SALARIES CURRENTLY IN PAYMENT

	<i>Salaries recommended as appropriate at 1 April 1982</i>	<i>Salaries currently in payment</i>	<i>Numbers in post at 1 January 1983</i>
	£	£	
<i>a. Senior grades of the higher civil service</i>			
Secretary of the Cabinet Permanent Secretary to the Treasury	45,000	42,000	2
Permanent Secretary	40,000	37,750	22
Second Permanent Secretary	37,000	35,000	11
Deputy Secretary	32,000	30,250	133
Under Secretary	26,000	25,000	490
<i>b. Senior officers in the armed forces</i>			
Admiral of the Fleet Field Marshal Marshal of the Royal Air Force	45,000	42,000	1
Admiral General Air Chief Marshal	40,000	37,750	20
Vice-Admiral Lieutenant General Air Marshal	32,000	30,250	38
Rear Admiral Major General Air Vice-Marshal	26,000	25,000	158
<i>c. Judiciary</i>			
Lord Chief Justice	56,000	52,500	1
Master of the Rolls Lord of Appeal Lord President of the Court of Session (Scotland)	51,500	48,250	11
Lord Chief Justice (Northern Ireland) President of the Family Division	50,000	47,000	2
Vice Chancellor Lord Justice of Appeal Lord Justice Clerk (Scotland) Lord Justice of Appeal (Northern Ireland)	48,500	45,500	23
High Court Judge Judge of the Court of Session (Scotland) Puisne Judge (Northern Ireland)	45,000	42,500	97
President, Lands Tribunal (England and Wales) President, Transport Tribunal Chief Social Security Commissioner (England and Wales and Scotland) President, Industrial Tribunals (England and Wales)	31,500	30,000	4

Salaries recommended as appropriate at 1 April 1982
£

Salaries currently in payment
£

Numbers in post at 1 January 1983

President, Industrial Tribunals (Scotland) Sheriff Principal (Scotland) Chairman, Scottish Land Court President, Lands Tribunal (Scotland) Official Referee (London) Vice-Chancellor of the County Palatine of Lancaster Recorder of Liverpool Recorder of Manchester Senior Circuit Judge, Newington Causeway Recorder of Belfast (Northern Ireland) President of the Lands Tribunal (Northern Ireland) Chief Social Security Commissioner (Northern Ireland)	30,500	29,000	21
Circuit Judge Chief Metropolitan Magistrate Member, Lands Tribunal (England and Wales and Scotland) Social Security Commissioner (England and Wales and Scotland) Judge Advocate General Sheriffs A and B (Scotland) County Court Judge (Northern Ireland) Master of the Court of Protection Senior and Chief Masters and Registrars of the Supreme Court Registrar of Criminal Appeals President, Industrial Tribunal (Northern Ireland) Member, Lands Tribunal (Northern Ireland) Social Security Commissioner (Northern Ireland)	29,000	27,750	440
Regional Chairmen, Industrial Tribunals (England and Wales and Scotland) Chairman, Foreign Compensation Commission Vice-Judge Advocate General	27,000	25,750	19
Masters and Registrars of the Supreme Court Metropolitan Magistrate Chairmen, Industrial Tribunals (England and Wales and Scotland) Provincial Stipendiary Magistrate Resident Magistrate (Northern Ireland) Chairman, Industrial Tribunal (Northern Ireland) Master, Supreme Court (Northern Ireland) County Court Registrars and District Registrars of the High Court	25,000	24,000	339

APPENDIX C

SURVEY OF TOP SALARIES IN THE PRIVATE SECTOR, 1981-82

(Carried out by the Office of Manpower Economics on behalf of the Review Body on Top Salaries)

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SURVEY OF TOP SALARIES IN THE PRIVATE SECTOR 1981-82

Introduction

1. On behalf of the Review Body on Top Salaries, the Office of Manpower Economics carried out a survey of salaries and other direct remuneration, such as bonuses and commission, of Board members and senior executives in the private sector. Pensions and other fringe benefits were not covered. The main purpose of the survey was to bring up to date the information on pay obtained from the previous survey.¹ The results of this survey relate to the period 1 September 1981 to 1 September 1982. The Review Body is most grateful for the co-operation of those who contributed to the surveys.

Selection of the sample

2. As in the two most recent surveys, companies in the non-financial sector were selected from the 'Times 1,000' list of the largest companies in the United Kingdom using turnover as a measure of company size and as the basis of stratification. To ease comparisons with the previous survey, the limits of the size bands for turnover were formed by increasing the limits of the previous survey by 11 per cent to reflect the effect of changes in prices and the level of output on turnover. Generally, companies which had co-operated in previous surveys were selected. In addition, a small sample of the new entrants to the 'Times 1,000' was chosen, giving 147 companies altogether compared with 145 companies the previous year.

The questionnaire

3. The survey covered pay only. All companies were asked to provide information for full-time members of the main Board and senior executives who reported to a Board member. In addition, non-financial companies with turnover of at least £500 million and all those in the financial sector were asked for details of the pay of senior executives at the next level down and of full-time Board members of major subsidiaries. In all cases companies were asked to provide the information for posts whose nature and responsibility had not changed in the year up to 1 September 1982.

Response

4. The response rate was high. 128 organisations provided usable replies—a response rate of 87 per cent: this compares with a 90 per cent response rate in the previous survey. This continued high response rate was due in part to the inclusion of those who had co-operated previously, although it should be noted that this had also been the case in the past when response rates were lower—between 65 and 75 per cent. The response for different sectors is shown in Table A. The poorest response rate of just over 70 per cent was in the smallest size band of non-financial companies. The response rate for companies with turnover between £500 and £1,000

¹ The current survey is the eighth of this kind to be carried out. Reports on the previous surveys are given in Report No. 2, (Cmnd. 5001, June 1972), Appendix E; Report No. 6, (Cmnd. 5846, December 1974), Appendix L; Report No. 10, (Cmnd. 7253, June 1978), Appendix E; Report No. 11, (Cmnd. 7576, June 1979), Appendix C; Report No. 14, (Cmnd. 7952, July 1980), Appendix C; Report No. 16, (Cmnd. 8243, May 1981), Appendix B; Report No. 18, (Cmnd. 8552, May 1982), Appendix D. Pensions and other benefits were covered in the second, third and sixth surveys.

million was, at 79 per cent, appreciably lower than in the previous year (100 per cent). Table 1 at the end of this appendix contains further information, including details of the posts covered by the replies.

TABLE A
Organisations' response to the survey

Sector	Number in 'Times 1,000'	Number selected	Providing replies		Number used
			Number	As a percentage of number selected	
Non-financial	No.	No.	No.	%	No.
Turnover (£ million)					
1,000 and over	62	19	19	100.0	19
500 but under 1,000	61	19	15	78.9	15
250 but under 500	90	23	22	95.7	21
125 but under 250	137	22	22	100.0	21
62 but under 125	275	20	17	85.0	14
31 but under 62	375	24	17	70.8	19
All non-financial	1,000	127	112	88.2	109
Financial	NA	20	20	100.0	19
Total	NA	147	132	89.8	128

⁴ 4 companies gave information for a subsidiary in a lower size band, one having a turnover of under £31 million. Because of organisational changes replies from two companies were not used and one reply was received too late to be used.

NA = Not appropriate.

Scaling up of the replies

5. The replies received were scaled up to provide estimates for all companies and posts within the definitions of the survey¹. Where appropriate, subsequent tables give both the actual number of posts in the replies and the number of scaled up posts.

Results

6. Detailed results are in Tables 2 to 5. The main points are described in paragraphs 7 to 10.

Increases in pay

7. Table 2 shows that for all posts in the survey, salary plus bonus etc increased on average by 11.3 per cent between 1 September 1981 and 1982. At higher levels of pay—£50,000 and over in 1981—the increases were higher, averaging about 15 per cent. In the previous year's survey, when the overall average increase was also 11.3 per cent, those at higher salary levels received, on average, smaller increases. For salary alone, the average increase in the survey was 10½ per cent, with those earning £50,000 and over receiving an average increase of 13 per cent. For all posts, bonus and other similar payments averaged about 5 per cent of total pay.

¹ A description of the scaling up procedure is given in paragraph 5 of Appendix B to Report No. 16, Interim Report on Top Salaries (Cmnd. 8243, May 1981).

8. Table 3 compares mean pay for 1 September 1981 and 1982 for the main levels of post in the survey, namely, chief executives on the main Board, deputy chief executives on the main Board, other main Board members and senior executives at various levels. The mean percentage increases at different levels of post for the two sectors were similar. This marks a change compared with the two previous surveys which showed, particularly in the 1979-80 survey, the financial sector receiving higher percentage increases on average than the non-financial sector as a whole.

Date of last increase in salary

9. Table 4 shows the distribution of the date of the last increase in salary for the different levels of post in the survey. Salaries for 32 per cent of the posts had been increased between May 1982 and September 1982, leaving 68 per cent for which a salary review might be expected in the period October 1982 to April 1983. For the different levels of posts, the proportion of posts receiving salary increases between May and September varied between 25 and 50 per cent in a narrower spread than the previous year's 15 to 48 per cent. As in previous surveys, January, April, July and October were the most frequent months for increases, accounting for about three quarters of the posts.

Medians, quartiles and deciles

10. Table 5 shows the medians, quartiles and deciles for the main levels of posts in the survey. As was the case with the previous year's survey, the figures confirm the tendency for levels of pay in the non-financial sector to be higher for the larger size bands, and for levels of pay in the financial sector to be higher than for the non-financial sector as a whole. The table also indicates the variation in pay at a given level of post in a given size band. The spread of pay about the median can be measured by expressing half the difference between the quartiles as a percentage of the median. For those groups where the number of "actual posts" used was reasonably large, that is, greater than 25, the spread measured in this way ranged from 8 to 51 per cent.

Comparison with the previous survey

11. Since both this and the previous year's survey asked for information about salary plus bonus etc at 1 September 1981, it is possible to compare the figures from the two surveys for this date. Table B below summarises information about mean salary plus bonus etc and gives an indication of the consistency of the results compared with the previous year's. For the non-financial sector the aggregated differences in Table B mask some larger differences in the comparisons for individual size bands. These differences could be caused by a number of factors:

- (i) Sampling variation, which had led to different companies and different posts within the same company being included in the current survey compared with the previous survey.
- (ii) Changes in the pay data, for example, because of backdated pay increases.
- (iii) Changes in the constituent companies in a given size band.
- (iv) Changes in the classification of level of responsibility.
- (v) Changes in the weights used in scaling up the replies.

TABLE B

Comparison of mean salary plus bonus, commission and profit-sharing at 1 September 1981 for the main levels of post as shown (A) by the previous survey and (B) by the present survey

	Mean salary plus bonus, etc. 1 September 1981		Percentage difference
	(A) Previous survey	(B) Current survey	
Main Board members	£000	£000	%
Chief executives			
Non-financial	47.0	46.7	-0.6
Financial	60.8	56.9	-6.4
Deputy chief executives			
Non-financial	46.8	51.6	10.3
Financial	*	*	*
Other main Board members			
Non-financial	31.3	31.4	0.3
Financial	45.3	45.5	0.4
Senior executives			
Heads of function reporting to main Board members			
Non-financial	21.9	21.3	-2.7
Financial	35.4	33.7	-4.8
Others reporting to main Board members			
Non-financial	20.9	18.9	-9.7
Financial	17.5	*	*

* Number of posts too small to provide reliable figures for comparison.

12. Table C below compares the distribution of salary plus bonus etc at 1 September 1981 as recorded by the current and by the previous survey. In view of the first two factors mentioned in paragraph 11, the two distributions show a reasonable measure of agreement.

TABLE C

Distribution of salary plus bonus, commission and profit-sharing at 1 September 1981 as shown (A) by the previous survey and (B) by the current survey

Range of salary plus bonus, etc at 1 September 1981	(A) Previous survey		(B) Current survey	
	Number of scaled up posts	Percentage of posts	Number of scaled up posts	Percentage of posts
	No.	%	No.	%
£90,000 and over	63	0.2	60	0.2
£80,000 —	64	0.2	70	0.3
£70,000 —	156	0.6	64	0.2
£60,000 —	212	0.8	168	0.6
£50,000 —	556	2.2	622	2.3
£45,000 —	469	1.8	398	1.4
£40,000 —	766	3.0	747	2.7
£35,000 —	1,501	5.9	1,554	5.6
£30,000 —	2,093	8.2	2,041	7.4
£25,000 —	4,700	18.3	4,813	17.5
£22,500 —	2,538	9.9	2,576	9.4
£20,000 —	2,465	9.6	2,876	10.5
£17,500 —	2,941	11.5	3,788	13.8
£15,000 —	2,906	11.3	3,192	11.6
£12,500 —	2,197	8.6	2,469	9.0
£10,000 —	1,536	6.0	1,440	5.2
Under £10,000	478	1.9	638	2.3
Total	25,641	100.0	27,516	100.0

TABLE 1

Response and coverage of survey

Sector	Number of organisations in the sample 1,000	Questionnaires despatched	Replies used	Members of main Board					Senior executives					Total							
				Chairman and chief executive	Deputy chairman and chief executive	Chief executive	All executives on Board	Deputy chairman and chief executive	Deputy chief executive	All chief executives on Board	Other Board members	Reporting to main Board	Reporting to the Board (A)		Reporting to the Board (B)	Reporting to either (A) or (B)					
Non-financial	Turnover (£m)																				
	1000 and over	62	19	19	12	1	3	16	2	8	10	113	179	27	206	101	11	112	7	464	
	500 but under 1,000	61	19	15	6	2	5	13	—	7	7	66	121	25	146	68	33	101	5	338	
	250 but under 500	90	23	21	9	1	6	16	1	2	3	93	97	63	160	—	—	—	—	13	285
	125 but under 250	137	22	21	7	3	10	20	1	7	8	96	204	59	263	—	—	—	—	5	392
	62 but under 125	275	20	14	7	1	5	13	2	1	3	47	113	20	133	—	—	—	—	1	197
31 but under 62	375	24	19	9	1	7	17	—	1	1	52	118	47	165	—	—	—	—	7	242	
All non-financial	1,000	127	109	50	9	36	95	6	26	32	467	832	241	1,073	169	44	213	38	1,918		
Financial	NA	20	19	—	—	—	17	—	7	7	23	162	1	163	141	—	141	35	386		
Total	NA	147	128	50	9	53	112	6	33	39	490	994	242	1,236	310	44	354	73	2,304		

¹ 4 non-financial companies provided information for a subsidiary in a smaller size band, one of which had a turnover of less than £31 million.
² 'Others' contains the following posts: Chairmen and deputy chairmen who are not the chief or deputy chief executive, chief and deputy chief executives not on the main Board, senior executives in committees and full-time members of Boards of subsidiaries not included in previous columns.
³ Information about these posts was not sought from companies in this sector.
 NA—Not appropriate.

TABLE 2

Percentage increase in mean salary and mean salary plus bonus, commission and profit-sharing between 1 September 1981 and 1 September 1982 by ranges of 1981 salary plus bonus, etc

All posts

Range of 1981 salary plus bonus, etc	Number of posts		Mean salary			Mean salary plus bonus, etc		
	Actually used	Scaled up	1981	1982	Per-centage increase	1981	1982	Per-centage increase
			£000	£000		%	£000	
£90,000 and over	No.	No.	£000	£000	%	£000	£000	%
£80,000	18	60	92.7	106.9	15.3	105.0	124.1	18.2
£70,000	19	70	57.5	63.0	9.4	83.4	94.4	13.2
£60,000	24	64	70.4	78.5	11.5	74.0	85.0	14.9
£50,000	48	168	61.4	69.3	12.9	64.0	72.6	13.4
£45,000	151	622	50.4	57.1	13.4	53.1	60.9	14.8
£40,000	82	398	44.2	48.6	10.0	47.0	52.2	11.2
£35,000	116	747	39.6	43.6	10.0	42.0	45.9	9.2
£30,000	189	1,554	35.6	38.9	9.1	37.1	40.8	10.0
£25,000	240	2,041	30.4	33.7	11.0	32.2	35.8	11.1
£20,000	342	4,813	25.8	28.7	10.9	26.8	30.2	12.9
£15,000	208	2,576	22.8	25.0	9.4	23.7	26.2	10.3
£12,500	223	2,876	20.5	22.6	10.2	21.1	23.3	10.6
£10,000	238	3,788	18.0	19.9	10.8	18.7	20.7	11.0
Under £10,000	190	3,192	15.3	17.0	10.7	16.3	18.1	11.0
	135	2,469	13.4	14.5	7.7	13.8	15.0	8.8
	57	1,440	11.1	12.1	9.3	11.4	12.6	10.2
	24	638	8.7	9.7	11.9	8.9	9.9	11.9
Total	2,304	27,516	23.1	25.5	10.5	24.1	26.8	11.3

TABLE 3
Percentage increase in mean salary and mean salary plus bonus, commission and profit-sharing
between 1 September 1981 and 1 September 1982

Level of post and sector	Number of posts		Mean salary			Mean salary plus bonus, etc		
	Actually used	Scaled up	1981	1982	Per-centage increase	1981	1982	Per-centage increase
	No.	No.	£000	£000	%	£000	£000	%
Main Board members								
All chief executives on main Board								
Non-financial								
Turnover (£m)								
1,000 and over	16	52	81.4	91.9	13.0	81.4	94.7	16.4
500 but under 1,000	13	53	66.9	76.3	14.0	73.3	85.7	16.8
250 but under 500	16	69	51.3	59.5	16.0	55.1	64.5	17.0
125 but under 250	20	130	50.4	57.3	13.5	52.6	60.7	15.4
62 but under 125	13	255	39.7	43.2	8.9	41.6	45.3	8.9
31 but under 62	17	336	31.1	34.0	9.2	36.9	41.2	11.7
All non-financial	95	895	43.0	47.8	11.3	46.7	52.7	13.0
Financial	17	17	55.0	61.7	12.1	56.9	63.8	12.0
Total	112	912	43.2	48.1	11.4	46.9	53.0	13.0
All deputy chief executives on main Board								
Non-financial								
Turnover (£m)								
1,000 and over	10	33	70.6	93.0	31.7	70.6	93.3	32.1
500 but under 1,000	7	28	60.6	67.4	11.2	71.6	82.1	14.6
250 but under 500	3	13	*	*	*	*	*	*
125 but under 250	8	52	41.1	45.3	10.3	45.4	51.7	14.0
62 but under 125	3	59	*	*	*	*	*	*
31 but under 62	1	20	*	*	*	*	*	*
All non-financial	32	205	47.9	55.1	14.9	51.6	59.8	15.9
Financial	7	7	48.7	52.9	8.7	51.1	55.7	9.0
Total	39	212	48.0	55.0	14.7	51.6	59.6	15.7
Other main Board members								
Non-financial								
Turnover (£m)								
1,000 and over	113	369	46.1	52.2	13.3	46.3	52.7	13.7
500 but under 1,000	66	268	44.8	50.5	12.7	48.3	55.1	14.2
250 but under 500	93	399	32.4	36.5	12.5	33.6	38.1	13.3
125 but under 250	96	626	28.2	31.6	12.0	29.8	33.8	13.4
62 but under 125	47	923	27.8	29.7	6.9	29.6	31.0	4.8
31 but under 62	52	1,026	21.8	24.0	10.9	23.4	26.1	11.3
All non-financial	467	3,612	29.8	33.0	10.7	31.4	34.9	11.0
Financial	23	23	43.1	47.9	11.2	45.5	50.6	11.1
Total	490	3,635	29.9	33.1	10.7	31.5	35.0	11.0

* Number of actual posts too small to provide reliable figures.

Continued

TABLE 3 continued

Percentage increase in mean salary and mean salary plus bonus, commission and profit-sharing
between 1 September 1981 and 1 September 1982

Level of post and sector	Number of posts		Mean salary			Mean salary plus bonus, etc		
	Actually used	Scaled up	1981	1982	Per-centage increase	1981	1982	Per-centage increase
	No.	No.	£000	£000	%	£000	£000	%
Senior executives								
(A) Head of function reporting to main Board members								
Non-financial								
Turnover (£m)								
1,000 and over	179	1,527	29.9	33.3	11.5	30.4	33.9	11.5
500 but under 1,000	121	1,038	26.8	29.8	11.3	29.4	33.5	13.9
250 but under 500	97	583	20.7	23.3	12.5	21.6	24.7	14.0
125 but under 250	204	1,774	20.1	22.2	10.6	20.9	23.3	11.4
62 but under 125	113	3,064	19.1	20.7	8.5	19.5	20.9	7.4
31 but under 62	118	3,041	15.1	16.3	8.1	16.0	17.5	9.5
All non-financial	832	11,028	20.5	22.5	9.9	21.3	23.5	10.5
Financial	162	203	32.4	35.6	10.1	33.7	37.2	10.3
Total	994	11,231	20.7	22.7	9.9	21.5	23.8	10.5
(B) Others reporting to main Board members								
Non-financial								
Turnover (£m)								
1,000 and over	27	330	27.4	29.6	8.0	28.1	30.3	7.6
500 but under 1,000	25	394	27.3	30.8	12.6	28.6	32.2	12.5
250 but under 500	63	441	21.8	24.3	11.7	22.3	25.0	11.7
125 but under 250	59	555	20.1	22.2	10.4	20.7	23.5	13.5
62 but under 125	20	589	13.6	14.8	9.1	14.2	15.6	9.4
31 but under 62	47	1,362	13.3	14.7	10.1	13.9	15.3	10.0
All non-financial	241	3,671	18.2	20.1	10.4	18.9	20.9	10.8
Financial	1	1	*	*	*	*	*	*
Total	242	3,672	18.2	20.1	10.4	18.9	20.9	10.8
Senior executives reporting to head of function at (A) above ¹								
Non-financial								
Turnover (£m)								
1,000 and over	101	2,738	24.5	27.3	11.2	24.8	28.3	14.0
500 but under 1,000	68	2,863	18.8	20.5	9.1	20.5	22.6	10.4
500 and over	169	5,601	21.6	23.8	10.3	22.6	25.4	12.3
Financial	141	281	27.8	30.9	11.0	29.1	32.4	11.3
Total	310	5,882	21.9	24.2	10.3	22.9	25.7	12.3

¹ For the non-financial sector information for posts at this level was only sought from companies whose turnover was £500 million or over.

* Number of actual posts too small to provide reliable figures.

Continued

TABLE 3 continued
Percentage increase in mean salary and mean salary plus bonus, commission and profit-sharing between 1 September 1981 and 1 September 1982

Level of post and sector	Number of posts		Mean salary			Mean salary plus bonus, etc		
	Actu-ally used	Scaled up	1981	1982	Per-centage increase	1981	1982	Per-centage increase
	No.	No.	£000	£000	%	£000	£000	%
Senior executives reporting to those at (B) above ¹								
Non-financial	11	587	23.5	25.4	8.1	24.5	26.9	9.9
Turnover (£m) 1,000 and over	33	1,061	20.2	23.2	14.5	20.5	23.4	14.0
500 and over	44	1,649	21.4	24.0	12.0	21.9	24.6	12.4
Financial	—	—	—	—	—	—	—	—
Total	44	1,649	21.4	24.0	12.0	21.9	24.6	12.4
Others ²								
Non-financial	38	289	39.0	42.5	8.9	40.2	44.2	10.0
Financial	35	35	49.9	56.1	12.4	50.9	57.2	12.3
Total	73	324	40.2	44.0	9.4	41.3	45.6	10.3
All posts								
Non-financial	1,918	26,949	22.9	25.2	10.4	23.9	26.6	11.3
Financial	386	567	32.5	36.0	10.8	33.9	37.6	11.0
Total	2,304	27,516	23.1	25.5	10.5	24.1	26.8	11.3

¹ For the non-financial sector information for posts at this level was only sought from companies whose turnover was £500 million or over.

² See note 2 to Table 1.

TABLE 4

Date of last increase in salary for each level of post in all sectors

Level of post	Number and percentage of posts with salary increase in												Total								
	Year ended																				
	Quarter ended			Year ended			Year ended			Year ended											
	Sept 1982	Aug 1982	July 1982	June 1982	May 1982	Apr 1982	Mar 1982	Feb 1982	Jan 1982	Dec 1981	Nov 1981	Oct 1981	Sept 1981	June 1981	Mar 1981	Dec 1980	Sept 1980	Sept 1979	Sept 1978 or earlier	Number of posts actually used	
Main Board members																					
1. Chief executives	—	—	7	163	17.9	6.6	12	39	203	9	—	—	55	71	39	—	20	—	20	912	
Scaled up no., %	—	—	0.8	17.9	6.6	1.3	20.5	2.9	22.3	1.0	—	—	6.0	7.8	4.3	—	2.2	—	2.2	100.0	
2. Deputy chief executives	—	—	—	97	—	—	40	—	35	—	—	—	8	3	20	—	—	—	—	212	
Scaled up no., %	—	—	—	45.8	—	—	19.1	—	16.7	—	—	—	3.9	1.5	9.3	—	—	—	—	100.0	
3. Other main Board members	8	16	618	193	83	858	151	138	763	68	38	307	178	50	109	20	39	—	—	3,635	
Scaled up no., %	0.2	0.5	17.0	5.3	2.3	23.6	4.1	3.8	20.9	1.9	1.1	8.4	4.9	1.4	3.0	0.5	1.1	—	—	100.0	
Senior executives																					
4. Heads of function reporting to main Board members	185	194	2,136	730	341	2,534	216	180	2,669	215	256	978	472	3	96	25	—	—	—	11,231	
Scaled up no., %	1.7	1.7	19.0	6.3	3.0	22.6	1.9	1.6	23.8	1.9	2.3	8.7	4.2	0.0	0.9	0.2	—	—	—	100.0	
5. Others reporting to main Board members	112	88	721	26	170	798	145	237	684	129	56	395	87	4	—	20	—	—	—	3,472	
Scaled up no., %	3.1	2.4	19.6	0.7	4.6	21.7	3.9	6.4	18.6	3.5	1.5	10.8	2.4	0.1	—	0.5	—	—	—	100.0	
6. Executives reporting to heads of function at 4 above ¹	46	29	1,772	185	56	1,232	210	30	619	11	59	1,616	16	—	—	—	—	—	—	5,882	
Scaled up no., %	0.8	0.5	30.1	0.9	2.1	21.0	0.5	0.5	10.5	0.2	1.0	27.5	0.3	—	—	—	—	—	—	100.0	
7. Executives reporting to those at 5 above ¹	9	9	627	—	18	16	9	9	690	—	106	155	—	—	—	—	—	—	—	1,649	
Scaled up no., %	0.6	0.6	38.0	—	1.1	1.0	0.6	0.6	41.8	—	6.4	9.4	—	—	—	—	—	—	—	100.0	
Other posts ²	—	4	130	3	7	78	—	—	53	3	—	8	3	—	4	—	—	—	—	324	
Scaled up no., %	—	1.3	40.0	1.0	2.2	24.1	—	—	16.3	0.9	—	2.6	1.0	—	1.3	—	—	—	—	100.0	
All posts	362	349	6,264	1,197	693	5,744	757	636	5,714	435	515	3,522	530	97	229	64	63	26	20	27,516	
Scaled up no., %	1.3	1.3	22.8	4.3	2.5	20.9	2.8	2.3	20.8	1.6	1.9	12.8	3.0	0.4	0.8	0.2	0.2	0.1	0.1	100.0	

¹ For the non-financial sector information for posts at this level was only sought from companies whose turnover was £500 million or over.

² See note 2 to Table 1.

TABLE 5

Median, quartile and decile salaries, including bonus, commission and profit-sharing at 1 September 1982, by level of post and by sector

Level of post	Non-financial										Financial	Total		
	Turnover (£ million)													
	1,000 and over	500 but under 1,000	250 but under 500	125 but under 250	62 but under 125	31 but under 62	Total							
Main Board members														
1. Chief executives														
Highest decile	£000	*	*	*	*	*	*	*	*	*	*	86.8	*	87.3
Upper quartile	£000	*	*	*	*	*	*	*	*	*	*	47.0	*	64.9
Median	£000	88.2	76.6	67.7	58.3	45.0	37.5	36.0	36.0	36.0	36.0	58.4	*	47.0
Lower quartile	£000	*	*	*	*	*	*	*	*	*	*	26.5	*	26.5
Lowest decile	£000	*	*	*	*	*	*	*	*	*	*	52.7	*	53.0
Mean	£000	94.7	85.7	64.5	60.7	45.3	41.2	36.0	36.0	36.0	36.0	63.8	*	53.0
Actual posts	No.	16	13	16	20	17	17	17	17	17	17	95	17	112
Scaled up posts	No.	52	53	69	130	255	336	895	895	895	895	912	17	912
2. Deputy chief executives														
Highest decile	£000	*	*	*	*	*	*	*	*	*	*	100.0	*	100.0
Upper quartile	£000	*	*	*	*	*	*	*	*	*	*	62.2	*	62.2
Median	£000	95.0	62.0	45.3	43.2	43.2	43.2	43.2	43.2	43.2	43.2	62.7	*	46.2
Lower quartile	£000	*	*	*	*	*	*	*	*	*	*	43.0	*	43.0
Lowest decile	£000	*	*	*	*	*	*	*	*	*	*	59.8	*	59.8
Mean	£000	93.3	82.1	51.7	51.7	51.7	51.7	51.7	51.7	51.7	51.7	55.7	*	59.6
Actual posts	No.	10	7	3	8	3	1	1	1	1	1	32	7	39
Scaled up posts	No.	33	28	399	52	3	205	205	205	205	205	212	7	212
3. Other main Board members														
Highest decile	£000	73.5	78.0	52.0	48.2	46.8	36.2	36.2	36.2	36.2	36.2	55.0	*	55.0
Upper quartile	£000	62.5	61.4	44.5	43.1	38.5	31.2	31.2	31.2	31.2	31.2	43.7	*	43.7
Median	£000	48.1	55.0	38.0	32.5	29.2	23.4	23.4	23.4	23.4	23.4	44.8	*	44.8
Lower quartile	£000	39.0	43.0	30.0	27.5	22.8	20.8	20.8	20.8	20.8	20.8	34.3	*	34.3
Lowest decile	£000	35.0	38.0	25.0	18.4	17.8	18.2	19.0	19.0	19.0	19.0	35.0	*	35.0
Mean	£000	52.7	55.1	38.1	33.8	31.0	26.1	26.1	26.1	26.1	26.1	49.0	*	49.0
Actual posts	No.	113	66	93	96	41	52	52	52	52	52	23	7	23
Scaled up posts	No.	369	268	399	626	923	1,026	3,612	3,612	3,612	3,612	3,655	23	3,655

* Number of actual posts too small to provide reliable figures.

Continued

TABLE 5 CONTINUED

Median, quartile and decile salaries, including bonus, commission and profit-sharing at 1 September 1982, by level of post and by sector

Level of post	Non-financial										Financial	Total		
	Turnover (£ million)													
	1,000 and over	500 but under 1,000	250 but under 500	125 but under 250	62 but under 125	31 but under 62	Total							
Senior executives														
4. Heads of function reporting to main Board members														
Highest decile	£000	46.0	47.4	32.6	30.7	30.8	25.7	25.7	25.7	25.7	25.7	35.6	*	36.0
Upper quartile	£000	37.8	37.4	27.9	26.8	24.7	20.0	20.0	20.0	20.0	20.0	28.5	*	28.6
Median	£000	32.5	32.7	24.0	22.6	20.1	16.5	16.5	16.5	16.5	16.5	21.5	*	21.6
Lower quartile	£000	28.4	26.8	20.0	19.8	16.6	14.8	14.8	14.8	14.8	14.8	22.6	*	22.6
Lowest decile	£000	25.2	22.5	17.7	16.4	14.8	11.9	11.9	11.9	11.9	11.9	19.9	*	17.0
Mean	£000	33.9	33.5	24.7	23.3	20.9	18.8	18.8	18.8	18.8	18.8	37.2	*	37.2
Actual posts	No.	179	121	97	204	113	118	118	118	118	118	162	162	23.8
Scaled up posts	No.	1,527	1,038	583	1,774	3,064	3,041	11,028	11,028	11,028	11,028	11,231	203	11,231
5. Others reporting to main Board members														
Highest decile	£000	34.1	38.0	37.3	34.2	34.2	22.2	22.2	22.2	22.2	22.2	34.2	*	34.2
Upper quartile	£000	28.5	32.9	25.3	21.0	15.6	16.5	16.5	16.5	16.5	16.5	26.7	*	26.7
Median	£000	26.7	23.6	19.3	18.7	15.6	14.3	14.3	14.3	14.3	14.3	18.8	*	18.8
Lower quartile	£000	23.6	20.0	14.8	16.5	15.6	12.0	12.0	12.0	12.0	12.0	14.3	*	14.3
Lowest decile	£000	20.0	14.8	11.9	10.0	10.0	10.0	10.0	10.0	10.0	10.0	12.0	*	12.0
Mean	£000	30.3	32.2	25.0	23.5	15.6	15.3	15.3	15.3	15.3	15.3	20.9	*	20.9
Actual posts	No.	27	25	63	59	47	20	20	20	20	20	242	1	242
Scaled up posts	No.	330	394	441	555	589	1,362	3,671	3,671	3,671	3,671	3,672	1	3,672

* Number of actual posts too small to provide reliable figures.

Continued

TABLE 5 continued

Median, quartile and decile salaries, including bonus, commission and profit-sharing at 1 September 1982, by level of post and by sector

Level of post	Non-financial							Financial	Total
	Turnover (£ million)								
	1,000 and over	500 but under 1,000	250 but under 500	125 but under 250	62 but under 125	31 but under 62	Total		
6. Executives reporting to heads of function at 4 above									
Highest decile	£000	32.4	35.4					34.3	35.0
Upper quartile	£000	31.8	26.0					30.2	30.4
Median	£000	29.5	20.1					24.5	24.5
Lower quartile	£000	23.6	17.9	1	1			19.8	19.8
Lowest decile	£000	21.6	15.2					16.8	16.8
Mean	£000	28.3	22.6					25.4	25.7
Actual posts	No.	101	68					169	310
Scaled up posts	No.	2,738	2,863					5,601	5,882
7. Executives reporting to those at 5 above									
Highest decile	£000	*	*					27.2	27.2
Upper quartile	£000	*	24.7					26.9	26.9
Median	£000	26.9	23.1					24.9	24.9
Lower quartile	£000	*	21.1	1	1			23.1	23.1
Lowest decile	£000	*	*					20.6	20.6
Mean	£000	26.9	23.4					24.6	24.6
Actual posts	No.	11	33					44	44
Scaled up posts	No.	587	1,061					1,649	1,649

¹ Information about these posts was not sought from companies in this sector.
 * Number of actual posts too small to provide reliable figures.