Business in the Community Diversity Benchmark

Part 1: Workplace Data - Guidance

Updates in this version

Summary of Changes	Relates to
adds definition of "senior manager"	Q2
clarifies that benchmark participants should use FTE (full-time equivalent) pay to accommodate part-time employees in pay quartile calculations.	Q5; Q6
benchmark guidance aligned to comply with UK pay reporting legislation and guidance	Q5; Q6
clarifies that this question counts short-term absences of less than 30 days only.	Q10
clarifies that "shortlisted" means candidates invited to interview.	Q7

For current information about the benchmark service see our website: http://workplace.bitc.org.uk

For support before, during and after submission please contact your organisation's Diversity Adviser (020 7566 6655) or the Benchmark and Knowledge Manager (020 7566 6621 / thomas.alberts@bitc.org.uk).

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About this document

This document provides guidance to completing submission to Part 1: Workplace Data of the Business in the Community Diversity Benchmark.

This document is one of several benchmark documents to support participants and is designed to be read alongside these supplementary resources. The benchmark documents available to you are listed here:

Area	Survey Questions	Survey Guidance	Worked Examples
Part 1	Part 1 Workplace Data: Age	Part 1 Guidance	Part 1 Worked Examples - Age
	Part 1 Workplace Data: Gender		Part 1 Worked Examples - Gender
	Part 1 Workplace Data: Race		Part 1 Worked Examples - Race
Part 2	Part 2 Policies and Practices: Gender & Race	Part 2 Guidance	
General	Frequently Asked Questions		

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Author:	Thomas Colquhoun-Alberts	Authorised by:	Rebecca Gregory
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Surveys and Questions Summary

The Part 1: Workplace Data benchmark consists of 24 questions. Some questions are excluded from some of the surveys. The table below shows the distribution of questions across the three surveys. Questions marked x are part of the survey in which they are listed.

Qu	Topic	Survey		
		Age	Gender	Ethnicity
	Qualifying Questions	x	x	x
1	Workforce Profiles	x	x	x
2	Workforce Hierarchy	x	x	x
3	Board Breakdown	x	x	x
4	Executive Committee Breakdown	x	x	x
5	Pay by Quartiles	x	x	x
6	Rewards by Quartiles	x	x	x
7	Recruitment	x	x	x
8	Bullying and Harassment	x	x	x
9	Ethnicity Disclosure Rates			x
10	Absence	x	x	x
11	Parental Leave Application & Return		x	
12	Parental Leave Returners		x	
13	Employee Turnover	x	x	x
14	Pay Gap Information	x	x	x
15	Agile Work Applications	x	x	x
16	Agile Work Approvals	x	x	x
17	Agile Work Types	x	x	x
18	Employee Engagement	x	x	x
19	Promotions	x	x	x
20	Leadership & Development	x	x	x
21	Performance	x	x	x
22	Customers Profiles	x	x	x
23	Customers Complaints	x	x	x
24	Customers Satisfaction	x	x	x

General Guidance

Submissions must be completed online through **Probench, our web-based, online benchmarking platform**. If it is not possible for you to use Probench to submit data, please speak with the Benchmark and Knowledge Manager.

Always save your work. After completing a question, be sure to click the 'save' button before clicking 'next' (don't be too worried about forgetting - you will see a warning if you click 'next' without first clicking 'save'). More than one person can work on the same survey at the same time, but avoid working on the same question at the same time.

It may be convenient to prepare your submission offline in a hardcopy version of the benchmark surveys so that you can enter all your data in a single sitting. Survey hardcopies can be downloaded from our website or requested from your Diversity Advisor or main BITC contact.

Each question begins with a **monitoring question**. In most instances you have two options: "We do not currently know this information", and "We monitor this information and have entered it below". If you are not submitting data at a particular question, select "We do not currently know this information". We understand that your organisation may indeed have this information even if you are not submitting it. For benchmarking purposes however, **only select "We monitor this information …" if you are submitting data to the benchmark**. The only exception to this guidance is Q.20 Performance Appraisals. Please see specific guidance at Q.20 below.

When should you leave a field empty / blank or enter 0 (zero)? This will vary by question and the reason the data is not available. For example, your organisation might not monitor the measure(s) in a particular question. Or your organisation might not have relevant employees for that measure.

Remember that 0 (zero) is a value; only enter 0 (zero) if that is an accurate value for that measure in your organisation. For example, if your organisation does not have any ethnic minority executive directors, then at Q3.1 enter 0 (zero).If you only monitor some groups within a question, then enter data where you can and leave the data points you don't monitor blank, rather than entering 0 (zero).

Always round your numbers to one decimal point. Often a calculation will produce numbers with many decimals. Please round your data to one decimal point.

Qualifying Questions

Complete the Qualifying Questions to access the survey. Probench will only permit you to proceed to Q.1 when all the qualifying questions have been completed.

Always enter a 2nd choice sector. We will always endeavour to benchmark your submission against your 1st choice sector peers. If this is not possible, we will use your 2nd choice selection. Make sure your 2nd choice selection is different from your 1st choice.

The list of available sectors is as follows:

  Accountants & Management Consultants
  Construction, Housing & Property
  Financial - Banks & Building Societies & Insurance

Financial - Investment Services
Fast Moving Consumer Goods (FMCG)
Government - Central & Local & Public Sector
Health Care, Pharmaceuticals & Biotech
IT
Legal
Manufacturing, Industrials & Engineering, Aerospace &
Defence
Media, Marketing & PR
Oil & Gas, Mining
Recruitment Agency
Retailers
Support Services
Telecommunications
Transport & Logistics
Uniformed & Armed Services
Utilities
Other

Section 1: Workforce profiles

1. What is your UK workforce profile?

We ask for absolute numbers (not percentages) because we want to use the numbers as a basis for calculations later on in the survey. Do not enter percentages.

Enter a value in all fields; do not leave any fields blank. If you do not currently employ anyone in a given demographic group, please enter 0 (zero).

Normally we would expect the sum of part-time and full-time employees to match total employees.

2. Seniority

As with Q.1, enter absolute numbers (not percentages). Enter a value in all fields; do not leave any fields blank. If you do not currently employ anyone in a given demographic group, enter 0 (zero).

Normally we would expect the sum of senior managers, managers and other employees in each demographic group in Q.2 to equal the total employees in the same demographic group as indicated in Q.1.

This helps us pick up any errors in entering the data. Don't worry if Q.2 and Q.1 do not match exactly; we test for an approximation.

Role definitions:

- Senior Managers: "Senior Management" e.g. Divisional Heads, Regional Directors, "C-Suite", Executive Directors, Heads of Department; has responsibility for planning, directing or controlling the activities of the organisation, or a strategically significant part of the organisation.
- Managers: "Middle Management", e.g. Line Managers, Operational Supervisors, Managers of processes.
- Others: Professionals and non-professionals without management responsibility of people or processes.

See **Appendix 1** for specific guidance for Investment Banks, Law Firms, Accounting and Management Consultants, the Armed Forces, Civil Service and Higher Education.

3. Board diversity

This question asks for the profile of your most senior management team.

By Board, we refer to the body with legal responsibility for the governance of your organisation that is accountable to either itself or voting members (e.g. shareholders). Non-executive board members are those members who sit on the Board but are not executives holding other positions within the organisation.

For global organisations, please attempt to report on your local UK Board. If this is not applicable, and the UK employees are under a governance structure where the Board is based in another country, please report on this Board.

Organisations with other governance structures (e.g. partnerships, alternative business structures) should report on the senior management body that is the closest to a corporate Board in responsibilities.

As with Q.1 and Q.2, enter absolute numbers (not percentages). Enter a value in all fields; do not leave any fields blank. If you do not currently employ anyone in a given demographic group, enter 0 (zero).

See **Appendix 1** for specific guidance for Investment Banks, Law Firms, Accounting and Management Consultants, the Armed Forces, Civil Service and Higher Education.

4. Diversity of Executive Committee(s)

If your governance structure includes an Executive Committee(s), please provide the diversity profile of this group. The Executive Committee typically reports to the Board and is responsible for the day-to-day running of the organisation. For executive committee members sitting on more than one committee, only count them once when collating the numbers.

As with Q.1, Q.2 and Q.3, please enter absolute numbers. Enter a value in all fields; do not leave any fields blank. If you do not currently employ anyone in a given demographic group, please enter 0 (zero).

5. Pay by quartiles

This question asks how employees' pay is distributed in your organisation. The guidance for this question meets the requirements of UK mandatory gender pay gap reporting legislation (Section 78 of the Equality Act 2010). If your organisation is subject to mandatory gender pay gap reporting, you can submit the same data to the Part 1 Workplace Data: Gender Benchmark. The following guidance and accompanying worked examples is also applicable in the Age and Race benchmark. Additional guidance on how to calculate your pay quartiles is also available from ACAS at www.acas.org.uk.

Include in your calculation of "pay": basic pay, paid leave, maternity pay, sick pay, area allowances, shift premium pay, bonus pay and other pay (including car allowances paid through the payroll, on call and standby allowances, clothing, first aider or fire warden allowances). "Pay" does not include pay for a different pay period, overtime pay, expenses, the value of salary sacrifice schemes, benefits in kind, redundancy pay, arrears of pay and tax credits.

Pay is to be calculated before deductions for PAYE, national insurance, pension schemes, student loan repayments and voluntary deductions.

Use FTE (full-time equivalent) pay to accommodate part-time employees in pay quartile calculations.

Your ranking should begin with lowest paid and end with highest paid. The four quartiles are called the lower quartile, the lower middle quartile, the upper middle quartile, and the upper quartile. Each quartile should sum to 100%.

Keep in mind the following:

1. Sometimes it is not possible to divide your employees into four equally sized groups, because the total number of employees is not divisible by four.

   Quartiles that have one or two more employees than other quartiles will not necessarily be a problem. Start by calculating the quartile boundaries. Once you know the boundaries, then employees can be placed on one or the other side of the boundary and your calculation will be correct. See Part 1 Worked Examples for guidance on calculating quartile boundaries.

2. Another common difficulty arises when two identical salaries fall on either side of a boundary (e.g. one employee is at the top of the 1st quartile and another is at the bottom of the 2nd).

   Quartile boundaries can cut through a salary band, so that some employees are above the boundary in one quartile and some employees below the boundary in another quartile. However, it is important that the age / ethnicity / gender proportions are similar on either side of the quartile boundary.

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Say you have 48 employees on the same salary band, comprising 36 women and 12 men split between the lower quartile and the lower middle quartile. This represents a 75% female to 25% male gender split. Allocate employees to both quartiles in this proportion. If 40 employees fall in the lower quartile and 8 employees in the lower middle quartile, then place 30 women (40 employees x 75% women) and 8 men (40 employees x 25% men) in the lower quartile, and place 6 women (8 employees x 75%) and 2 men (8 employees x 25%) in the lower middle quartile. The same method applies with age and race.

Note that maintaining proportionality in this way only applies to that group of employees on the same salaries in different quartiles. It does not apply to all employees in the same quartile.

6. Reward component by quartiles

This question is similar to Q.5, but instead of pay, uses bonus pay only.

Include in your calculation of "bonus pay": payments received and earned in relation to profit sharing, productivity, performance and other bonus or incentive pay, piecework and commission; long term incentive plans or schemes (including those dependent on company and personal performance); and the cash equivalent value of shares on the date of payment.

See guidance at Q.5.

Section 2: Recruitment

7. Recruitment

We are interested in the composition of your recruitment pipeline (people at applied, shortlisted, and hired stages). This includes positions which are advertised internally. The differences between application, shortlisting and hiring for different groups helps identified barriers to employment amongst different groups.

By "shortlisted", we mean candidates invited to interview.

"All hires" includes graduates and apprentices. Sub-questions about graduates and apprentices relate to these recruits within your overall recruitment population. If any of these categories are not applicable to your organisation then please leave them blank.

If you have a recruitment freeze but would normally collect this data, then please state that you have this data but then leave the fields blank.

Section 3: Impact measurements of workplace policy and performance

8. Bullying and harassment

This question asks for the numbers of recorded complaints of bullying and harassment. We are asking for the number here rather than a percentage – this gives us more flexibility to interpret the results. However, we will translate the results into 'rates' for the purposes of feedback.

Harassment as defined in the Equality Act 2010 is: Unwanted conduct related to a relevant protected characteristic, which has the purpose or effect of violating an individual's dignity or creating an intimidating, hostile, degrading, humiliating or offensive environment for that individual.

Bullying may be characterised as offensive, intimidating, malicious or insulting behaviour, an abuse or misuse of power through means that undermine, humiliate, denigrate or injure the recipient.

Examples of bullying/harassing behaviour include:
- spreading malicious rumours, or insulting someone by word or behaviour (copying memos that are critical about someone to others who do not need to know, ridiculing or demeaning someone – picking on them or setting them up to fail)
- exclusion or victimisation
- unfair treatment
- overbearing supervision or other misuse of power or position
- unwelcome sexual advances – touching, standing too close, the display of offensive materials, asking for sexual favours, making decisions on the basis of sexual advances being accepted or rejected
- making threats or comments about job security without foundation
- deliberately undermining a competent worker by overloading and constant criticism
- preventing individuals progressing by intentionally blocking promotion or training opportunities

9. Monitoring declaration rates

This questions asks about the diversity declaration rate at your organisation. This question is asked in Part 1 of the Diversity Benchmark for Race. It is not asked in either the Age or Gender surveys.

If you track the ethnicity of your current workforce using an optional employee records form, please provide us with your current declaration rate for the ethnicity question.

10. Absence rates

This questions asks about absence rates for different groups of employees. Absence rates are split into 'days lost' for full-time employees and 'hours lost' for part-time employees.

Absence refers to sickness absence and unpaid special leave. Absence does not include sabbaticals, maternity/adoption/paternity leave, unpaid holiday, or annual leave. This question counts short-term absences of less than 30 days.

Days Lost refers to working days i.e. days when an employee would have been working but is absent.

Who counts as part-time? Anyone working fewer hours than your 'standard full-time contract'. If you do not have a standard full-time contract, choose 35 hours per week or the average number of contracted hours worked by employees you would consider full-time.

11. Parental care leave applications and return rates

This question asks about parental care application and return rates at your organisation, specifically the percentage of women that return to work after maternity, adoption or shared parental leave. We are also interested in the retention rates at 26 and 52 weeks after return.

This question is asked in the Gender survey. It is not asked in either the Age or Race surveys.

Many organisations choose to calculate the return rates and retention rates by choosing a cohort of women who went on maternity during a one-year period and then calculating the percentage who returned, and the percentage who were still with the organisation at 26 and 52 weeks.

Because we are asking for retention at 26/52 weeks, it is necessary to consider women who returned at least one year ago. This may necessitate using a different reporting period for this question from the period chosen for other questions (as defined at the beginning of the survey). There are alternative ways to calculate this – by considering a separate cohort of women for each metric (return, retention at 26 weeks and retention at 52 weeks), but the method is more complicated.

12. Returning parental care leavers' job roles and hours

This question asks about changes made to the job roles and hours of employees returning from parental care leave.

On returning from maternity, adoption or shared parental leave, we are interested in knowing what happens to employees with respect to their job roles and hours worked. A major blockage for career pathways is what happens when women return from maternity leave.

This question is asked in Diversity Part 1 Questions: Gender. It is not asked in either the Age or Race surveys.

Note that the benchmark does not assume that an employee returning to a job at a lower level or with reduced client interaction necessarily reflects on the employer. We recognise that this may be the returnee's preference.

13. Employee turnover

13. What is your employee turnover?

By turnover, we use the CIPD definition: the proportion of employees who leave an organisation over a set period, expressed as a percentage of total workforce numbers.

http://www.cipd.co.uk/hr-resources/factsheets/employee-turnover-retention.aspx

When calculating turnover for a particular group (e.g. women), then turnover is the number of women leaving divided by the total number of women in workforce. We do not consider 'voluntary redundancy' as counting towards 'voluntary turnover'.

The headcount can be calculated in different ways – a number taken at a single point in the year may suffice. However, many organisations choose to take quarterly or monthly measurements over the course of a year and then average out the headcount. Your method should depend on the availability of such data but also on how much you know your workforce size to have fluctuated. In volatile periods the sampling method is more appropriate because it is likely to be more accurate. You may have to exclude any recent mergers or acquisitions.

14. Pay gap information

Q.14 asks that you calculate the pay gap in your organisation.

The guidance for this question meets the requirements of UK mandatory gender pay gap reporting legislation (Section 78 of the Equality Act 2010). If your organisation is subject to mandatory gender pay gap reporting, you can submit the same data to the Part 1: Workplace Data - Gender Benchmark. The following guidance and accompanying worked examples is also applicable in the Age and Race benchmark.

Include in your calculation of "pay": basic pay, paid leave, maternity pay, sick pay, area allowances, shift premium pay, bonus pay and other pay (including car allowances paid through the payroll, on call and standby allowances, clothing, first aider or fire warden allowances).

"Bonus pay" includes payments received and earned in relation to profit sharing, productivity, performance and other bonus or incentive pay, piecework and commission; long term incentive plans or schemes

(including those dependent on company and personal performance); and the cash equivalent value of shares on the date of payment.

"Pay" does not include pay for a different pay period, overtime pay, expenses, the value of salary sacrifice schemes, benefits in kind, redundancy pay, arrears of pay and tax credits.

Your calculation should be based on the gross hourly rate of pay. The "gross hourly rate of pay" is determined using the weekly pay divided by weekly basic paid hours for each relevant employee.

Further notes:
- Pay gap is different from pay inequality. A pay gap does not imply a judgement about pay inequality.
- Negative values are acceptable. A negative pay gap indicates that ethnic minorities and/or women are paid more than white employees and/or men. If your pay gap is negative, enter the negative value in the benchmark survey (e.g. -7%).
- Do not enter 0 (zero) unless you mean zero. If your organisation does not currently employee any female senior managers but does currently employ male senior managers, do not enter 0 (zero) as your pay gap. Leave the field blank. (see Worked Example)
- The presence / absence / size of a pay gap does not affect a participant's benchmark score. Participants in Part 1 are scored exclusively on whether they do or do not submit data on this question.
- For more on the gender pay gap and the difference between mean and median measures, see our Gender Pay Gap Reporting toolkit.

15. Agile/flexible working across your organisation

15. How many of your employees are agile workers?

This question asks for total number of agile workers as well as the number of employees with formal and informal agile working arrangements. As many agile working arrangements are found to be informally agreed between line-manager and reportee rather than tracked centrally, we are asking for you to make an estimate of the total number of agile workers in your organisation and the breakdown between men and women.

As of July 2014, any employee with 26 weeks' continuous service is entitled to make an application to their employer to work flexibly for any reason. For purposes of this benchmark, 'formal' agile workers refers to employees who have **successfully applied** to their employer to utilise an agile working pattern. 'Informal' agile workers refers to employees who haven't necessarily applied to their employer, but none the less do utilise agile working arrangements by way of **agreement with their line manager or local departmental head**.

Some organisations obtain agile working information straight off their HR records because they track it; others use survey methods or pay data that can act as a proxy:
- payroll information for people who are on work patterns that reduce their pay in some way
- employee engagement surveys that ask questions about flexible working
- a standalone survey on flexibility

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Please indicate whether the data entered is an estimate or a known figure.

We understand that many organisations have progressive agile working policies but are unable to calculate the number of agile workers because of the informal nature of the arrangements. These organisations are encouraged to complete the agile working questions in Part 2: Policies and Practices (if eligible) where credit will be awarded for their policies and practices.

16. Approval rates for formal flexible working requests

If your organisation records requests and approvals for agile working patterns, enter the total numbers of requests and approvals.

17. Types of flexible workers

This question asks about the forms of agile working practiced by employees at your organisation. Do not double count (e.g. home workers who also work across multiple sites). Choose the 'primary' type of flexible working for that employee.

Note that voluntary reduction of working hours differs from part-time. A voluntary reduction in working hours would be in response to a request from the employer (e.g. as an alternative to redundancy)

18. Employee engagement

The first part of this question asks about the extent to which your organisation's employees are satisfied with the organisation and their jobs or roles. Organisations will measure this differently. We measure this by asking about results from employee engagement/ opinion surveys and by employee's take up of volunteering opportunities.

Using relevant measures from your organisation's employee engagement / opinion survey, calculate the percentage of employees in each demographic group who are satisfied with _both_ their job and the organisation.

The second part of this question asks for the average number of employee volunteering days undertaken in paid company time.

Be sure to enter the _average_ number of days per year for each demographic group; do not enter the total number of days. See Part 1 Worked Examples for further instructions.

Section 4: Progression

19. Promotions

19. What are the promotion rates for different groups in your organisation?

In this question, we are interested in the rates of promotion from non-management roles to management roles, promotions to senior management level, all promotions (including to management and to senior management), and promotions to the board during your chosen reporting period.

The promotion rates are calculated by determining the size of the eligible group and calculating what percentage of the eligible group were promoted (e.g. of the BAME employees who are at non-management levels, what percentage were promoted to a management level position?).

Definition: Promotion is a change in grade or a change in position to one considered more senior. You must define the boundary between non-management and management and management and senior management.

Note that some promotions will not be across management seniority boundaries, but will nonetheless constitute promotions because of changes to responsibilities and/ or pay grade. Count these among "all promotions".

20. Leadership and development programmes for high potential employees

This question asks about the proportion of employees that participate in leadership and development opportunities.

Calculate these figures as a proportion of employees those that are identified as 'high potential' and 'eligible for leadership programmes'. Considering BAME employees as an example group, the question asks:

> "of the BAME employees who are **eligible** for the leadership programme(s), what percentage of this group participated in a leadership programme(s) during the reporting period?"

If your leadership programme(s) is only open to employees of a certain grade or job-type/level, then use this group as your starting population. If all employees are eligible to participate, then use your entire employee population as your starting point.

Defining high potential:
The top talent pipeline could be defined in a number of ways, such as:
- fast tracker population for management/ senior management
- management trainee population
- top ten percent based on performance ratings
- those on partner track (for LLPs)

21. Performance appraisals

This question asks whether your organisation tracks performance levels across the organisation though an annual appraisal process or other method. Following the instructions in the Worked Examples document, disaggregate this data by ethnicity, gender, and/or age and enter in the survey.

If your organisation's performance appraisal method does not map to the 5-point scale as required by the Diversity Benchmark, then you can use a 3 points rating scale, using 'top', 'middle' and 'lowest'.

Some organisations are moving away from linear performance measures. If your organisation disaggregates employee performance by age, gender or race but cannot submit data because you do not use a linear scale, then leave the question blank. Be sure to still select the button indicating that you track performance appraisal by age, gender or race (depending on the benchmark you are completing).

Section 5: Customers, Clients, Consumers and Service Users

Questions in this section (Q.22, Q.23, and Q.24) ask about the profiles and satisfaction of your Customer/ clients / consumers / service users.

Some of these questions may not be relevant to your organisation. If you feel this is the case, please indicate this in the tick box.

Appendix 1: Role mapping

Role mapping for specific sectors for questions 2, 3, 13, 19. (1 of 2)

BENCHMARK TERM	Investment Banking	Legal	Accountants & Management Consultants	Army	RAF	Navy
Board (Executive directors)	CEO and Managing Directors	Partners on the management board, Executive Directors who are not lawyers, QCs	Partners and Senior partners on the management board	Any member of the Army board	Any member of the Air Force Board	Any member of the Navy Board
Board (Non-executive directors)	Non-Exec Directors if applicable	Non-Executive Directors if applicable	Non-Executive Directors if applicable	Non-executive Army Board Members	Non-executive Air Force Board Members	Non-executive Navy Board Members
Senior Managers	Directors / VP	Partners, Directors, senior managers who are not lawyers, QCs	Director, Associate directors, Senior managers	General Lieutenant General Major General Brigadier Colonel	Air Chief Marshal Air Marshal Air Vice Marshal Air Commodore Group Captain	Admiral Vice Admiral Rear Admiral Commodore Captain
Managers	Assistant VP	Associates, Support staff managers, Barristers in Practice	Managers, Principle consultant, Senior Consultant, Senior associate	Lieutenant Colonel Major Captain Lieutenant Second Lieutenant Warrant Officer Staff/Colour Sergeants	Wing Commander Squadron Leader Flight Lieutenant Flying Officer Pilot Officer Warrant Officer Flight Sergeant	Commander Lieutenant Commander Lieutenant Sub Lieutenant Midshipman Warrant Officer Chief Petty Officer
Others	Analysts/Associates, Other staff	Trainees, Paralegals, Pupils, Others	Junior Consultant, Consultant, Associate, Analyst, Researcher and other staff	All non – commissioned ranks below Staff/Colour Sergeants	All non – commissioned ranks below Flight Sergeant	All non – commissioned ranks below Chief Petty Officer

Role mapping for specific sectors for questions 2, 3, 13, 18. (2 of 2)

BENCHMARK TERM	Civil Service	HIGHER EDUCATION
Board (Executive directors)	This is the executive board, not including Ministers, which manages the Governance of the organisation	Board of Governors + Academic Board (if separate). Any non-executives who sit on the Board of Governors or Academic Board would be counted as "non-executive directors".
Board (Non-executive directors)	These will be any executive advisors to the Boards responsible for governance who do not hold any decision making powers within the department	
Senior Managers	Senior Civil Service Grades (SCS)	Staff above the national framework agreement pay scale. This would include staff such as Vice Chancellor, Deans of Faculties, Directors, Heads of Departments etc.
Managers	All other Managers	Staff on the national framework agreement pay scale grades 7-10 (excluding associate lecturers). This would include lecturers, senior lecturers, principal lecturers, subject group leaders and senior admin staff
Others	Administrative Grades (formerly AA and AO)	Staff on the national framework agreement pay scale on grades 2-6. This would be support staff, administrators etc.