

CLIENT LOGO

Business Intelligence



Salary Benchmarking

Date produced

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1. Introduction and Objectives

Thank you for engaging Acre's Business Intelligence service. This report provides salary and benefits (where applicable) benchmarking information exclusively for the use of **xxxxxxx**.

We have analysed and provided information in this document for 5 job profiles which can be used to gauge the salaries of existing staff members, as well as to define future compensation of planned hires.

Methodology

Acre's current and historic data has been utilised within this research and has been included in Appendix 1. Along with salary data, we have included job titles, company type, company size, benefits where applicable, years of experience and the year the information was originally collected.

We have used this data to inform salary levels, but have not relied on this alone. In particular we have also used the expertise of Acre's consultants to sense check and verify the benchmarking figures. Additionally, in several instances, we have compared our results to other publicly available data-sets produced by credible sources, Glassdoor and Payscale.

Finally, we have referenced the **2016 CR/Sustainability Salary Survey** on several occasions. Acre produces this report on a biennial basis. It primarily relates to individuals with the role function of Sustainability/CR but attracts response from all levels of seniority. Previous surveys can be accessed at www.crsalarysurvey.com.

There has been a minimal shift in salaries in recent years, so we have utilised data points from January 2015 onwards, but always with a preference for using the most recent data.

This report assesses the UK market only and unless specified otherwise, all salaries are base or basic with preference to London data-points.

Confidentiality

We have removed the profile names and company titles from the spread sheet in Appendix 1 for reasons of confidentiality. This report is expressly reserved for the use of your senior management team and should be held in strict confidence.

THIS REPORT IS FOR ILLUSTRATION ONLY AND IS ABBREVIATED

2. Salary Benchmark Tables

The table below has been generated utilising the data listed in Appendix 1.

In order to establish the lower and upper limit of the mean salary we have applied a confidence level of 95%.

Job Level	Sample Average Salary	Average Salary	
		Lower Limit	Upper Limit
Director/Business Unit Manager	xxxxxxx	xxxxxxx	xxxxxxx
Head of Department	xxxxxxx	xxxxxxx	xxxxxxx
Senior Manager/Principal Consultant	xxxxxxx	xxxxxxx	xxxxxxx
Manager/Senior Consultant	xxxxxxx	xxxxxxx	xxxxxxx
Executive/Consultant	xxxxxxx	xxxxxxx	xxxxxxx

Fig 1 Mean salaries with statistical upper and lower limit

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3. Individual Role Commentary

Director/Business Manager

Mean xxxxxxxx
Low Range xxxxxxxx
High Range xxxxxxxx

This was the most senior position that we were asked to benchmark, and the overall average closely reflects what we would expect to see. There were a broad range of salaries within this category – at the low end xxxxxxxx and at the upper end xxxxxxxx. Comparative job titles of this data set vary from Business Managers to Directors, but all profiles reflect remits with complete oversight of a specific business unit providing clients assurance, sustainability and/or environmental solutions.

Bonus amounts at this salary level vary a great deal according to the type and size of organisation. The table below is taken from the 2016 CR/S Salary Survey (see full table on page 12 of this report).

Salary band	Consultants	In-house
xxxxxxx	xxxxxxx	xxxxxxx
xxxxxxx	xxxxxxx	xxxxxxx
xxxxxxx	xxxxxxx	xxxxxxx

Fig 3 Yearly average bonuses according to salary band, taken from the Acre 2016 CR/S Survey

Based on our data we believe a likely bonus range would be 10%-20% of basic salary. Applying a bonus of 15% to the “combined” mean salary would indicate a figure of xxxxxxxx.

Head of Department (or relevant title)

Mean xxxxxxxx
Low Range xxxxxxxx
High Range xxxxxxxx

The mean basic salary for the Head of Department also meets our expectations. A Head of Department will typically be a leader with a regional strategy development focus. Comparative job titles of this data set vary from Department Heads to Associate Directors.

The mean basic salary derived from the sample meets our expectations, and is benchmarked very closely with the open-source salary portal xxxxxxxx.

Source	Location	Date created	Average Salary
Comparative Website	London	Continuously updated	xxxxxxx
Acre	UK	Past 2 years	xxxxxxx

Fig 4 Comparative mean salaries for Head of Department

Appendix 1 – Raw Data

Business Unit Manager

Comparative Job Title	Company Type	Size of Company	Salary	Date Verified
Director of CR	Consultancy	251+	xxxxxx	Oct-15
Director of HSE	Corporate	51 - 250	xxxxxx	Mar-15
Director	Consultancy	51 - 250	xxxxxx	Jun-15
Director of Ethical Trade	Corporate	11 - 50	xxxxxx	Dec-15
Assurance Business Manager	Consultancy	251+	xxxxxx	Feb-15
Director of Sustainability Services	Corporate	251+	xxxxxx	Dec-16
Director and Business Lead	Consultancy	251+	xxxxxx	Dec-16
Director	Corporate	251+	xxxxxx	Mar-15
Director	Consultancy	251+	xxxxxx	Jun-16
Director of Sustainability Services	Corporate	251+	xxxxxx	Feb-16
Director	Consultancy	11 - 50	xxxxxx	Jan-16
Director of Energy Services	Corporate	251+	xxxxxx	Oct-15
Divisional Director	Consultancy	251+	xxxxxx	Jul-15
Director of Supply Chain Assurance	Corporate	51 - 250	xxxxxx	Sep-15
Director of Climate Change	Consultancy	251+	xxxxxx	May-15
Global Practice Director	Corporate	251+	xxxxxx	Jun-15
Director	Consultancy	51 - 250	xxxxxx	Nov-16
Director of HSE	Corporate	251+	xxxxxx	Jul-15
Director of Governance & Compliance	Consultancy	251+	xxxxxx	Apr-15
Director (Water and Environment)	Corporate	251+	xxxxxx	Apr-15
Director of Sustainability Services	Consultancy	251+	xxxxxx	Oct-16
Equity Director	Corporate	251+	xxxxxx	Mar-15
Senior Director	Consultancy	251+	xxxxxx	Mar-16
Carbon Business Director	Corporate	51 - 250	xxxxxx	Feb-16
Global Director	Consultancy	11 - 50	xxxxxx	Dec-16
Practice Director	Corporate	251+	xxxxxx	Oct-15
Business Director	Consultancy	251+	xxxxxx	Sep-15
Director of Sustainability Services	Corporate	251+	xxxxxx	Oct-15
Advisory Director	Consultancy	251+	xxxxxx	Aug-15
Energy and Environment Director	Corporate	251+	xxxxxx	Mar-15
Director	Consultancy	251+	xxxxxx	Jan-16
Environmental Business Unit Manager	Corporate	251+	xxxxxx	Jun-15
Director of Carbon Assurance	Consultancy	251+	xxxxxx	Oct-16
Director of Environmental Consulting	Corporate	251+	xxxxxx	Jun-15
Director of Sustainability Services	Consultancy	251+	xxxxxx	Aug-15

Head of Department

Comparative Job Title	Company Type	Size of Company	Salary	Date Verified
CR Senior Manager	Consultancy	251+	xxxxxx	Nov-16
Associate Director	Corporate	251+	xxxxxx	Dec-15
Client Service Senior Manager	Consultancy	251+	xxxxxx	Jul-16
Associate Director	Corporate	51 - 250	xxxxxx	Dec-15
Strategic Partnerships Lead	Consultancy	251+	xxxxxx	Aug-15
Associate Director and ESG Lead	Corporate	251+	xxxxxx	Jul-15
Associate Director	Consultancy	251+	xxxxxx	Nov-16
Head of CR	Corporate	11 - 50	xxxxxx	Jul-15
Associate Director	Consultancy	11 - 50	xxxxxx	Jul-15
Head of Sustainability	Corporate	11 - 50	xxxxxx	Jun-15
Global Project Manager	Consultancy	251+	xxxxxx	Nov-15
Head of Social Responsibility	Corporate	251+	xxxxxx	Nov-15
Account Director	Consultancy	51 - 250	xxxxxx	Dec-16
Senior Manager	Corporate	251+	xxxxxx	Dec-15
Client Director	Consultancy	11 - 50	xxxxxx	Oct-16
Senior Manager/Associate Director	Corporate	251+	xxxxxx	May-16
Associate Director	Consultancy	251+	xxxxxx	Sep-15
Head of HSE	Corporate	251+	xxxxxx	Sep-16
Strategic Consulting Director	Consultancy	51 - 250	xxxxxx	Nov-15
Sustainability Associate Director	Corporate	251+	xxxxxx	Oct-16
Head of Sustainability Consulting	Consultancy	251+	xxxxxx	Sep-16
Head of Corporate Engagement	Corporate	11 - 50	xxxxxx	Jun-15
Associate Director	Consultancy	11 - 50	xxxxxx	Nov-15
Head of CR	Corporate	251+	xxxxxx	May-15
Head Of Programmes	Consultancy	11 - 50	xxxxxx	Jan-16
Associate Director	Corporate	251+	xxxxxx	Feb-15
Head of H&S	Consultancy	0 - 10	xxxxxx	Sep-15
Director/Owner	Corporate	0 - 10	xxxxxx	Nov-15
Head of Consultancy	Consultancy	251+	xxxxxx	Apr-15
Head of Sustainability	Corporate	251+	xxxxxx	Nov-15
Senior Manager	Consultancy	251+	xxxxxx	Jan-16
Senior Manager	Corporate	251+	xxxxxx	Apr-16
Associate Director	Consultancy	251+	xxxxxx	Dec-15
Associate Director	Corporate	51 - 250	xxxxxx	Sep-15
Head of Account Direction	Consultancy	11 - 50	xxxxxx	Mar-16
Strategic Senior Advisor	Corporate	51 - 250	xxxxxx	May-16
Senior Manager	Consultancy	251+	xxxxxx	Dec-15
Head of Department	Corporate	251+	xxxxxx	Oct-15
Associate Director	Consultancy	51 - 250	xxxxxx	Sep-15
Head of Business Assurance	Corporate	251+	xxxxxx	Nov-15
Associate Director of Strategy	Consultancy	251+	xxxxxx	Jan-15