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## Millionaire company executives rake it in

Twenty five top executives whose total remuneration package was £1 million or more last year feature in the table.

Grenville Turner stepped down as chief executive of property group Countrywide in September 2014. He received £7.74 million for nine month's work (that's the equivalent of £161,333 a week): the biggest slice worth £7.12 million was from his long-term incentive plan. Turner is continuing to serve of the board as a non-executive chair of the group.

Jim Clarke, chief financial officer on property group Countrywide, takes third spot with £4.86 million a year or £93,442 a week.

Clarke is the meat in the executive sandwich of two Howden Joinery directors. Chief executive Matthew Ingle had a package worth £6.22 million in 2014 the equivalent to £119,673 a week. Chief financial officer Mark Robson received £4.47 million that is £85,865 a week.

Richard Howson, chief executive of professional services group Carillion, props up the 25-strong table, but he was still on £1.02 million or £19,692 a week.

Executive	Company (financial year ending)	Total remuneration (£000)	% change
Grenville Turner	Countrywide (12.14)	7,744	n.a
Matthew Ingle	Howden Joinery (12.14)	6,223	20.4
Jim Clarke	Countrywide (12.14)	4,859	661.6
Mark Robson	Howden Joinery (12.14)	4,465	20.7
Pascal Soriot	AstraZeneca (12.14)	3,507	4.9
Bronek Masojada	Hiscox (12.14)	2,896	23.7
Gavin Slark	Grafton (12.14)	2,702	77.3
Ashley Almanza	G4S (12.14)	2,521	n.a
Simon Beale	Amlin (12.14)	2,434	45.6
Richard Watson	Hiscox (12.14)	2,172	n.a
Stuart Bridges	Hiscox (12.14)	2,122	20.9
Charles Philipps	Amlin (12.14)	1,923	-6.2
Marc Dunoyer	AstraZeneca (12.14)	1,921	n.a
Himanshu Raja	G4S (12.14)	1,762	n.a
David Atkins	Hammerson (12.14)	1,569	-29.2
Richard Hextall	Amlin (12.14)	1,535	-6.4
Grahame Gibson	G4S (12.14)	1,377	24.2
Katherine Garrett-Cox	Alliance Trust (12.14)	1,343	-2.5
Stephen Stone	Crest Nicholson (10.14)	1,313	-90.7
Timon Drakesmith	Hammerson (12.14)	1,262	12.9
Peter Cole	Hammerson (12.14)	1,182	-27.3
Philip Bowcock	Cineworld (12.14)	1,085	83.3
Ian Watson	Hansteen (12.13)	1,041	-1.9
Morgan Jones	Hansteen (12.14)	1,038	-2.0
Richard Howson	Carillion (12.14)	1,024	-1.0

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Year-on-year comparisons could be made for 20 executives and 11 saw their remuneration package grow. The rises ranged from 661.6 % for Jim Clarke at Countrywide, down to 4.9% for Pascal Soriot, chief executive of drugs giant AstraZeneca, putting him on £3.51 million or £67,442 a week.

Stephen Stone, chief executive of house builders Crest Nicholson, saw his package shrink by 90.7%, but he still received £1.31 million or £25,250 a week in 2014. Stone saw such shrinkage in his package as there was a huge payout on his long-term incentive plan in 2013, but nothing last year.

The total remuneration figure given in the table includes: basic salary, cash bonus, long-term share bonuses, golden handshake, pension payments and a cash figure for other benefits that directors receive, such as use of company car, life insurance, private health benefits and housing allowance. It does not include dividends received from their shareholdings in their group.

To access a firm's remuneration report, which makes up part of the annual report and accounts, Google the company name and "investor relations".

## Attack on check-off

In another vindictive attack on unions, the Conservative government has announced its intention to abolish the practice of check-off across all public sector organisations. But it could backfire on them by making unions stronger.

Under check-off, many workers who are union members have their subscriptions taken directly from their salary, administered by their employer. The Tory government doesn't like check-off, as it is a "taxpayer-funded administrative burden".

But Cabinet Office minister Matthew Hancock gave the game away. "By ending check-off we are bringing greater transparency to employees – making it easier for them to choose whether or not to pay subscriptions and which union to join," he said. In other words, they just want to smash the unions.

Civil servants, teachers and nurses are among the union members who will have to arrange for the fees to be collected from their bank accounts by direct debit, under the proposals to update legislation in the *Trade Union Bill*.

TUC assistant general secretary Paul Nowak said: "If payroll payment for union membership was outdat-

ed, it would not be popular with so many of the UK's biggest and most successful private companies.

"The public will see this for what it really is – yet another attack on union members from a government that is determined to rebalance power in the workplace so that workers lose their voice and their rights. And it goes hand-in-hand with new proposals that threaten the right to strike."

The PCS civil service union said the plans were "unnecessary and vindictive". The union represents workers at government departments including the Home Office, revenue and customs and work and pensions, which have already ended automatic deductions of union subscriptions.

However, a PCS spokesperson said the union could end up stronger as a result because it would know its members were absolutely committed to retaining their membership and the union would have more contact with them.

[www.gov.uk/government/news/new-steps-to-tackle-taxpayer-funded-support-to-trade-unions](http://www.gov.uk/government/news/new-steps-to-tackle-taxpayer-funded-support-to-trade-unions)  
[www.tuc.org.uk/union-issues/trade-union-bill/workplace-issues/employment-rights/tuc-comment-government-plans-public](http://www.tuc.org.uk/union-issues/trade-union-bill/workplace-issues/employment-rights/tuc-comment-government-plans-public)  
[www.bbc.co.uk/news/uk-politics-33798700](http://www.bbc.co.uk/news/uk-politics-33798700)

## An appetite for the Living Wage

Food producer for the health and social care sector, Apetito UK, has committed to ensuring that all of its 1,100 employees receive the Living Wage or higher from early 2016.

Apetito UK, which includes the Wiltshire Farm Foods brand, serves some of the most vulnerable people in society. It has committed to the ambitious target as part of its ethical stance to make a real difference not only to its customers and consumers, but to those who work in the health and social care sectors.

The company has confirmed that 82% of its workforce is already earning the Living Wage, or above. That includes all employees at its manufacturing and distribution sites in Trowbridge and Bristol and follows on from its approach to responsible labour packages as part of the company's Fair Pay project. The organisation is working towards obtaining accreditation from the Living Wage Foundation.

Staff also receive a benefits package, which includes a retail benefits scheme, life assurance, healthcare, tax-efficient benefits, such as bikes

for work and childcare vouchers, as well as higher-than-statutory pension contributions.

Apetito chief executive Paul Freeston said: "Our mission at Apetito is to 'make a real difference' and that means embedding principles that support our customers, our supply chain, and crucially, our workforce.

"Supporting the Living Wage is quite simply the right thing to do; it improves our employees' quality of life, but also benefits our business and society as a whole."

[www.apetito.co.uk/news-articles/living-wage/](http://www.apetito.co.uk/news-articles/living-wage/)

## Presenteeism – not quite an epidemic

Almost half of UK workers (48%) went to work over the last year despite being ill, according to recent research.

*The health in the workplace* report found that 40% of employees have not taken a single day off for illness in the last 12 months, despite 11% of people stating that they had been unwell as a result of their jobs in the last year.

Over a quarter of those surveyed (28%) said that they feel under pressure from bosses to go into work even when ill.

These findings coincide with research released by Nottingham Trent University, which suggests "sickness presenteeism" – the act of attending work when ill – was strongly and negatively linked to job satisfaction and work engagement. Both decreased as presenteeism increased.

"People may disengage from work when ill, but still feel a need to work because they are physically present in the workplace," said Maria Karanika-Murray, a psychologist at Nottingham Trent University's School of Social Sciences.

"People who attend work while ill may judge their work to be of lower quality, produce less, and perform worse compared to what they expect of themselves," she said. "They are not able to engage with work as they would normally and this can lead to reduced productivity and in turn lower levels of satisfaction."

"As well as having a negative impact on employee health and being costly for organisations, sickness

presenteeism is also a risk factor for future poor health and mental wellbeing. Understanding the effect that presenteeism is having on businesses and their workers can enable them to develop effective interventions to tackle it," Karanika-Murray added.

[www.hrmagazine.co.uk/hro/news/1152959/sickness-presenteeism-negatively-impacting-businesses](http://www.hrmagazine.co.uk/hro/news/1152959/sickness-presenteeism-negatively-impacting-businesses)

## Night working grows since recession

Night working has grown since the recession, and there are now over three million employees who are regular night workers in the UK, a TUC report says.

*A hard day's night* highlights the evidence that night working can have a negative impact on work-life balance and family life.

The number of night workers has increased by 7% or 200,000 extra night workers between 2007 and 2014, taking the total to 3.17 million.

And the proportion of employees who are night workers is creeping up too. In 2007, it was 11.7% of all employees, but by 2014 it had risen to 12.3%.

Men are still more likely to be night workers. In 2014, 14.9% of male employees were night workers, compared to 9.7% of female employees.

However, the number of women working nights is growing at a much faster rate. Regular night working by women has increased by 12% since 2007, as opposed to a 4% increase for men. And the top two sectors for the total number of night workers are female dominated – care workers and nursing (including midwives).

Plans to increase public transport provision at night, and proposals for a seven-day NHS, are likely to lead to further increases in night work. And the greater availability of night-time transport may lead to more retail and leisure services adopting night opening.

The TUC says decisions to extend night working should always involve consultation and negotiation with workers' representatives to ensure fair and safe outcomes.

The negative health impacts of night work are already well-documented, such as heightened risks of cardiovascular disease, diabetes and depression. However, less attention has been given to the impacts on home life and relationships.

The study reviews the available research, which shows that night working can increase the risk of relationship problems, can affect the emotional wellbeing of a night worker's children, and is associated with higher childcare costs. But the negative impacts of night working are less when employees have more influence and control over their shift patterns.

The report makes a number of recommendations:

- employers and unions should ensure that night working is only introduced where necessary;
- where night working is introduced into a workplace, no existing workers should be forced to work nights;
- shift patterns should be negotiated between unions and employers;
- workers should have some element of control over their rota, so that they can ensure that the shifts they work are best suited to their individual circumstances;
- workers should always have sufficient notice of their shift patterns so they can make arrangements well in advance. Changes at short notice should be avoided; and
- the remuneration paid to those working nights should properly reflect the likely additional costs of childcare and inconvenience that night shifts can entail.

TUC general secretary Frances O'Grady said: "It's not right for employers to require night working without adequate consultation and negotiation. With night work increasing, employers must play fair and play safe, or public safety will be put at risk and the families of night workers will suffer."

[www.tuc.org.uk/sites/default/files/AHardDaysNight.pdf](http://www.tuc.org.uk/sites/default/files/AHardDaysNight.pdf)

## Factory output shrinks

Manufacturing posted a quarter-on-quarter fall, latest official figures show.

Factory output contracted by 0.3% in the second quarter of 2015 compared with the first.

There was a quarterly fall of 6.4% in the coke and refined petroleum products group. Other decreases included: 2.8% in the wood, paper products and printing group and 2.1% in machinery and equipment not classified elsewhere.

Output was buoyant in transport equipment and textiles, with increases of 2.9% and 2.2% respectively.

In the second quarter of 2015, manufacturing output was up by 0.6% on the same period a year ago.

The more volatile monthly figures showed a 0.2% increase in June compared with May.

The output of production industries (manufacturing, mining and utilities) was up by 0.7% in the second quarter on the previous quarter, and up by 1.5% on the same period a year earlier.

Nevertheless, in second quarter, production and manufacturing were 9.2% and 4.8% respectively below their figures reached in the pre-downturn peak in first quarter of 2008.

[www.ons.gov.uk/ons/dcp171778\\_413059.pdf](http://www.ons.gov.uk/ons/dcp171778_413059.pdf)

## Three equality guides from Acas

Three new guides on equality have been published by the employment relations service Acas.

*Equality and discrimination* outlines the basics of what employers, and employees and their representatives need to know to comply with equality law.

*Discrimination: what to do if it happens* is a step-by-step guide covering how an employee should raise a complaint of discrimination and how an employer should handle it.

*Prevent discrimination: support equality* explains where discrimination is most likely to arise in the workplace and how to stop it happening.

Encouraging greater awareness and understanding of the different protected characteristics under the 2010 *Equality Act*, alongside tackling discrimination, can help to reduce the chance of complaints, disciplinary action or an employment tribunal claim – and avoid the costs and disruption to the organisation.

Organisations need to take into account that the workforce is changing. For example, more people are continuing to work instead of retiring, women now make up almost half the workforce, around one in 10 of the UK working age population are from an ethnic minority, while one in four primary school children are from an ethnic minority.

[www.acas.org.uk/equality](http://www.acas.org.uk/equality)