

Bonus scheme design

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This report has been produced by Incomes Data Research and is based on data collected directly from reward professionals and HR managers – whom we would like to thank for their help with the research.

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Executive summary

The 2018 IDR survey of bonus schemes received responses from 30 companies across private sector services and the manufacturing and primary sectors, some of which operate multiple schemes (for example, aimed at senior managers or particular employee groups). Together the 41 bonus schemes analysed cover more than 168,000 employees. The key findings are as follows:

- Company performance/profit is a criterion in virtually all bonus schemes
- Many bonus schemes also take individual performance into account, especially for more senior roles
- All-employee bonus schemes are typically based on just one or two factors, while schemes for more senior staff are often more complex
- Most companies attach qualifying conditions to bonus schemes, with length of service the most common condition
- The majority of bonus schemes, at all levels, pay out annually
- According to the results of our survey of bonus schemes, on-target potential payouts under manager schemes were worth 28% of salary at the median (29% on average) while senior managers stood to receive on-target potential awards of 42% (median and average). Actual average awards at the most recent bonus round were somewhat lower than this, at 14% (median)/24% (average) and 32% (median and average) respectively. The sample for all-employee schemes was too small to be able to calculate a corresponding figure.
- Looking at information that IDR has collected from other sources over the course of the past year, the highest bonuses were on offer in the legal sector, where median payouts reached 19% (average 23%) across all levels, while airline staff in head office roles received the lowest payouts (5.5% at the median or 4% at the average):

Bonus scheme awards by sector (all levels) - IDR research 2017/18

	Most recent award (%)		Maximum potential award (%)	
	Median	Average	Median	Average
Airlines (head office roles)	4.0	5.5	-	-
Engineering	8.0	8.0	14.0	16.0
Legal	19.0	23.0	15.0*	24.0*
Retail	5.0	6.0	7.0	17.0
Retail catering**	-	-	30.0	44.3

Bonus scheme awards by sector (all levels) - IDR research 2017/18 (cont'd)

	Most recent award (%)		Maximum potential award (%)	
	Median	Average	Median	Average
Road transport & distribution	6.0	10.0	-	-

*Typical awards. **Salaried staff.

- In terms of monetary amounts, staff in all-employee schemes covered by our survey of bonus schemes typically received an average bonus of £887 at the latest payout, slightly above the median 'on-target' potential bonus award of £813 for this type of bonus scheme. By comparison, senior managers took home the highest average bonuses at the latest payout (£20,803 at the median – just below the on-target potential award of £21,948).

About this report

This report is based on a survey conducted by IDR between November 2017 and January 2018. The survey gathered information from 30 firms across the UK, detailing 41 bonus schemes covering over 168,000 staff. The bonus schemes analysed covered as few employees as 10 executive team members at a company in the manufacturing and primary sector to 57,000 staff in another company's all-employee bonus scheme. In practice however, the schemes in this report are largely representative of practice at large, complex organisations: just over two-thirds – 68% – of all-employee schemes among our respondents cover at least 1,000 staff.

The bonus schemes studied in this report fall into four main categories: all-employee schemes; schemes for managers; those covering senior managers (eg Board or executive team members) and those aimed at particular staff groups. The majority of responses that fell into this last category predominantly concerned schemes for head office or sales roles.

Just under half (46%) of the schemes we looked at are all-employee schemes, applying the same criteria to the entire workforce or business unit (with the possible exception of senior managers). Again, the number of staff covered by such schemes varied widely, from 330 at two employers (a manufacturer and a private sector services firm) to the 57,000 employees mentioned above. The median headcount was 4,000. The majority (68%) of these all-staff schemes were from the manufacturing and primary sector, with the remaining 32% operating within private sector services (the financial services sub-sector accounted for half of these). All but one of the all-employee schemes – which pays out quarterly – operates on an annual basis.

As mentioned above, manager schemes fall into two categories: those typically covering senior executive team or Board members and those applying to managers further down an organisation. We received information about eight of each such schemes, all but one of which were from the manufacturing and primary sector. The senior manager schemes were open to between ten and 200 people, with a median coverage of 87 staff. By comparison, between 265 and 3,900 employees (median 615) were eligible for a manager bonus scheme.

At some companies, schemes are only on offer for certain groups of staff, such as head office employees (often included in 'all-employee' schemes at other companies) or those in sales roles. Given the small sample sizes from these two groups – we received details of just two

sales bonus schemes, covering staff groups of 25 and 110 – we have grouped such respondents together in our analysis but have drawn out sales-specific findings as appropriate. This combined sample of six organisations covers staff groups of between 25 and 7,000 staff (median 246). Both sales bonus schemes are from the manufacturing and primary sector, while private sector services accounts for three of the four head office schemes.

Participating organisations

2 Sisters Food Group, Ageas, Airedale International Air Conditioning, Baxter Healthcare, Bettys and Taylors, Boehringer Ingelheim, Boots UK, Cadent Gas, CH2M, Co-op, Cummins, De La Rue, Dwr Cymru, ENGIE UK, Epson Europe, Experian, Franklin Templeton, Heineken UK, Kier Group, Leonardo Helicopters, Low & Bonar, Mars UK, Mashreqbank, Muntons, Pelican Business Services, RM, Siemens, SSE, United Utilities Water, Virgin Media.

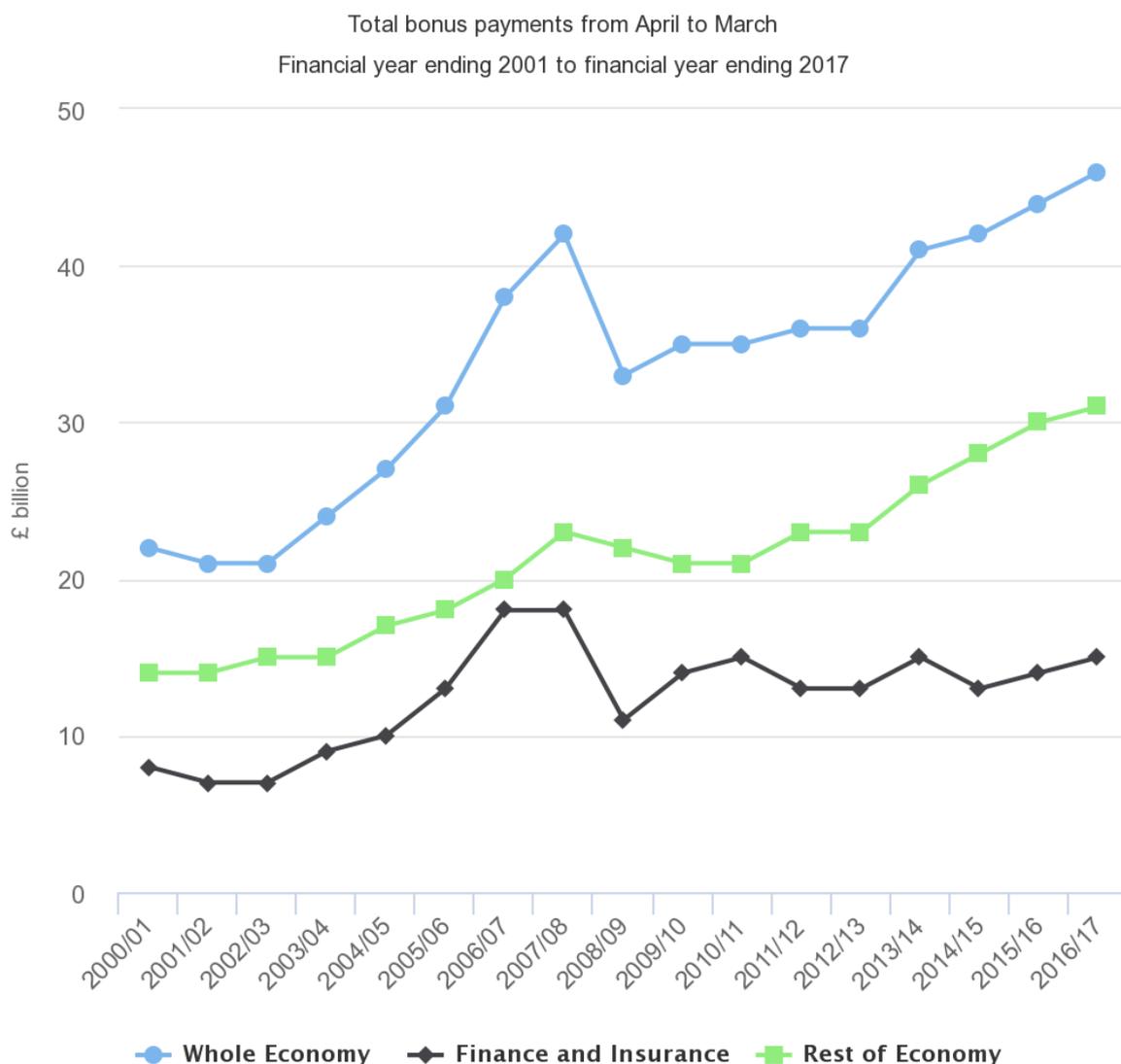
Introduction

Bonuses have long been an integral – albeit discretionary – element of the reward package on offer at many employers, particularly within the private sector. At the simplest level, single-factor schemes based on business performance can offer a relatively straightforward means of boosting morale by giving all staff an opportunity to share in their employer's success. They can also help to establish a link between pay and performance without permanently increasing the paybill: bonus awards are paid in-year to acknowledge an individual's contribution over the preceding 12 months. More complex schemes, based on multiple factors or aimed at distinct employee groups, can help focus staff on specific goals or behaviours such as productivity, sales targets, quality, customer service, attendance or teamwork.

According to the Office for National Statistics (ONS), which examined total bonus payments across the whole economy based on the Average Weekly Earnings (AWE) dataset¹, the combined value of all bonuses paid in Great Britain between April 2016 and March 2017 was £46.4 billion: this record total represented an increase of 6.5% on the previous financial year. As the chart below shows, total bonus payouts recovered to the level of the previous peak (£42 billion in 2007/08, just before the recession took hold) in 2014/15 and have continued to climb since then, despite the fact that GDP growth over this period has been some way below that seen before 2008.

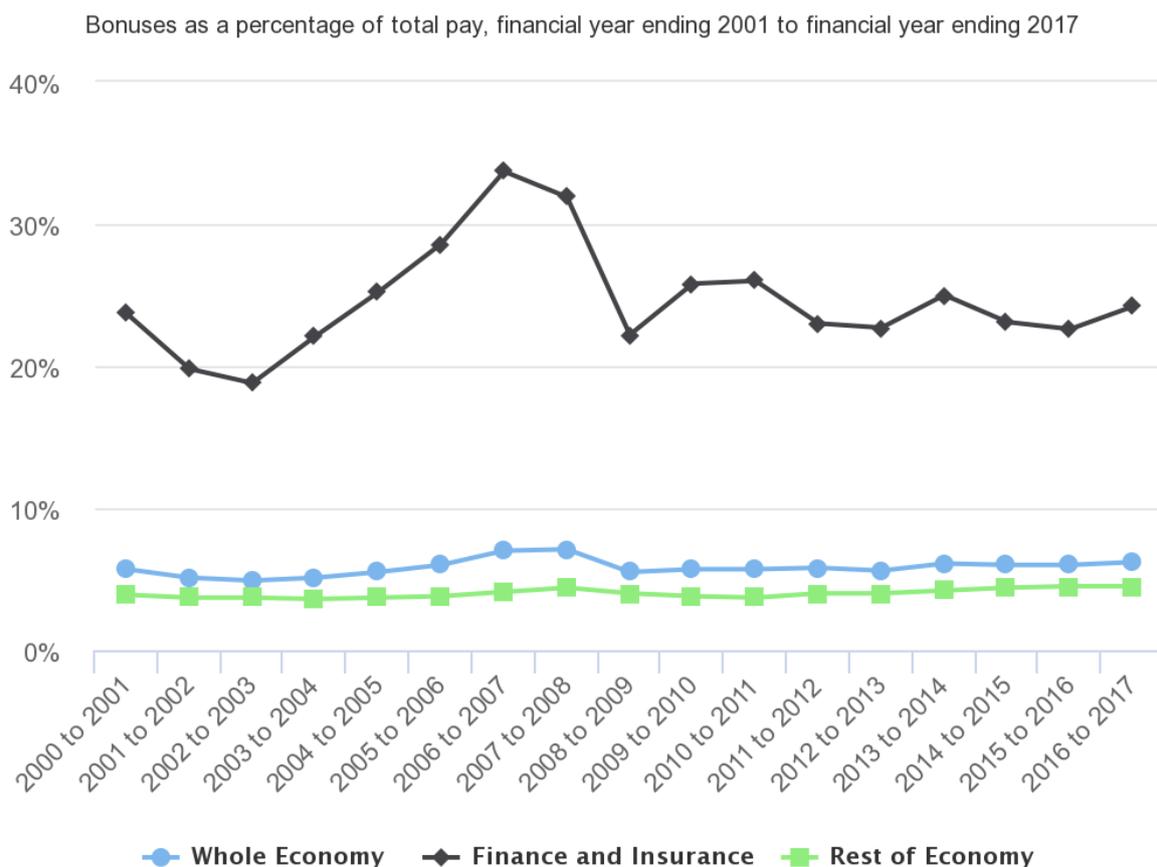
The chart also shows that, in contrast to the wider economy, bonus payments within finance and insurance have yet to recover to their pre-recession peak. This may be due in part to the nationalisation of some banks and building societies following the crash of 2008 and increasing public oversight of the level of bonuses being paid out.

¹ Average Weekly Earnings, bonus payments in Great Britain: 2017
<https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/earningsandworkinghours/bulletins/averageweeklyearningsbonuspaymentsingreatbritain/2017>



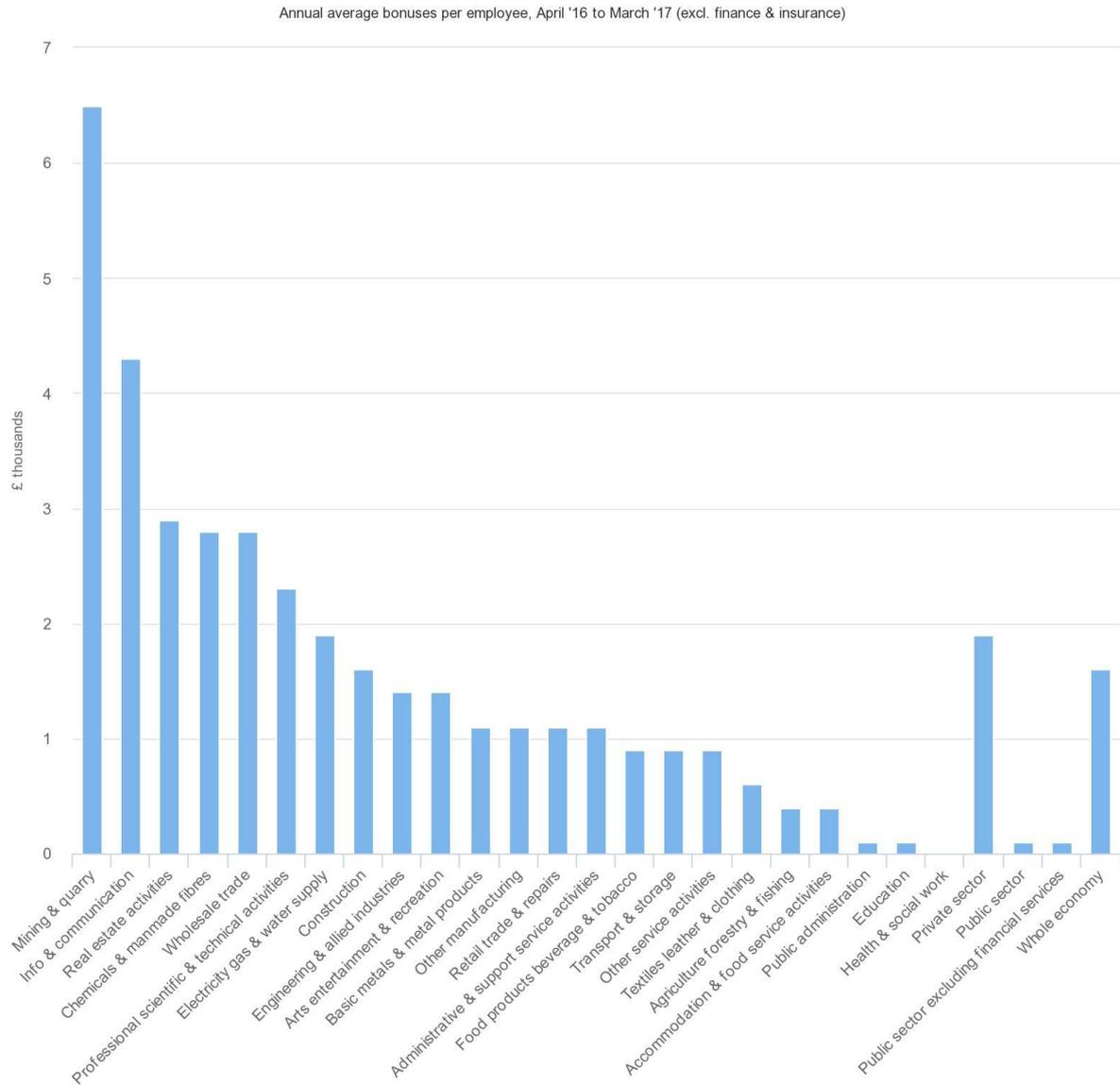
Source: Monthly Wages & Salaries Survey, Office for National Statistics

The ONS analysis also found that annual bonus pay as a percentage of total annual pay was 6.2% for the whole economy. This figure falls to 4.5% when the financial and insurance activities industry – where annual bonus pay contributed 24.2% in the financial year ending in March 2017, down from a peak of 33.7% in 2006/07 – is excluded. As the chart below shows, these percentage figures have remained broadly flat since the recession even as total bonus payouts have risen, indicating that bonuses have risen in tandem with regular or basic pay. This is likely due to the fact that bonuses remain important to employers as a way of rewarding employees without increasing on-costs in respect of consolidated pay or pensions, particularly so in a period when increases in basic pay have been modest.



Source: Monthly Wages & Salaries Survey, Office for National Statistics

The highest average bonuses, at just under £14,770, were paid in the financial and insurance activities industry. This is more than twice the level of the next highest average bonus, of just over £6,520, within mining and quarrying (which includes oil extraction and exploration). The average financial and insurance bonus has been excluded from the chart below to facilitate easier comparison of bonus awards between the other industries. Within these remaining sectors, payouts are closer to the whole-economy average of just over £1,600 per employee (just over £1,900 in the private sector and just over £100 in the public sector).



Source: Monthly Wages & Salaries Survey, Office for National Statistics

Company practice

The survey examined key aspects of bonus scheme design, including performance measures and eligibility criteria. It also collected details of potential and actual bonus awards made under such schemes.

Bonus scheme design

Factors and performance measures

Bonus schemes are usually based on one or more factors or performance measures. Those named by our survey respondents are listed in the box below. Some of these are sector-specific: customer service, for example, tends to be more of a concern for retailers (where the factor may be measured through mystery shopper scores, for example) or other service sector employers. Safety, meanwhile, is a particularly significant factor in industries where perceived risks are high, such as construction, manufacturing or utilities. Performance measures such as productivity and quality also tend to be more relevant to companies in the manufacturing sector. In other cases factors may only be relevant to certain employee groups: for example, and perhaps unsurprisingly, both the sales staff schemes in the sample include a specific performance measure for sales targets achieved.

Other schemes we have observed in the past have also included attendance as a factor, either as a 'hurdle' that must be overcome for a payout to be made or when determining the size of bonus to be awarded. However, attendance did not feature as a factor in any of the schemes in this survey – this may suggest that companies are taking proactive measures to manage absence (such as health and wellbeing initiatives or flexible working) rather than penalising poor attendance.

In setting factors and associated performance measures, employers should be mindful of making targets realistic – so that employees do not feel it is futile to pursue them – while providing sufficient motivation. The rules underlying the bonus scheme should also be transparent so that employees understand how they can achieve an award.

Typical bonus scheme factors

- **company performance/profit**
- **individual performance**
- **business unit performance**
- **quality**
- **sales**
- **safety**
- **customer service**

All-employee schemes tend to be relatively simple in structure, often based on just a single factor (as is the case at half of the 14 companies that told us about the factors in their all-employee bonus schemes – a further two operate schemes with two factors), while schemes for managers and those in sales and head office roles are more likely to take multiple performance measures into account. Such approaches can provide a more balanced measure of overall performance and enable employers to align the factors that determine payments with the key responsibilities of particular roles.

Company performance can determine both whether a bonus is paid in the first place and the size of the overall bonus pool. It can encompass a range of measures – eg based on profitability, revenue, volume of business or even cash flow – and features as a factor, in some form, in virtually all bonus schemes we studied, regardless of job level or employee group. These have the merit of providing clear signals of company performance. However, it can sometimes be difficult for individual employees to see what impact their efforts have had on these indicators, especially in large companies.

Individual performance – as measured through appraisal ratings, for example – can provide a clearer link between personal contribution and reward. It also enables employers to reward individual contribution without permanently adding to the paybill. However, this approach raises the question of how performance is measured, and whether this is seen to be fair and objective. In addition, using individual performance as a factor in bonus schemes may risk having a detrimental effect on workforce morale by introducing an element of competition between staff. To combat this, some bonus schemes seek to foster teamwork instead, either by including this as a bonus factor or by setting targets at a team level.

In practice, our survey found that as a bonus factor, individual performance tends to take on increasing significance with seniority: it is a factor in just over two-fifths (43%) of all-employee schemes, while 63% of managers and 83% of senior managers are assessed on individual

performance in some way when the level of their bonuses is calculated. This seems to accord with the observation that individual accountabilities have a more visible impact on businesses at these higher levels. Inevitably, though, there are exceptions to this: for example, one respondent in the manufacturing and primary sector told us that more senior positions have a higher proportion of bonus weighted on company financial performance, whereas lower-graded roles are weighted equally between financial performance at a business-unit level and achievement of personal key performance indicators.

Where multiple factors are involved, companies often weight them according to their perceived relative importance. In doing so, it is important to take care to balance factors appropriately – for example, so as not to prioritise productivity at the expense of quality or safety. Several respondents to our survey – including the manufacturing and primary example above – vary the relative weightings according to staff grouping or business unit. For example, one company from the manufacturing and primary sector told us that some business areas prioritise business area performance while others place greater emphasis on individual performance. Another employer in the sector, meanwhile, bases its management bonus scheme purely on business performance (measured by what it terms ‘controllable cash’) but reserves the option of assessing its divisional leaders on a combination of 70% controllable cash and 30% individual performance.

The all-employee scheme at another company in our sample is based on five factors, which are weighted as follows (with the most recent actual payout in brackets):

- underlying operating profit – 20% (16%);
- time, cost and quality – 20% (14%);
- qualitative and quantitative customer service – 16% (16%);
- service delivery – 24% (20%);
- personal objectives – 20% (15%).

At a private sector services company, meanwhile, the all-employee bonus scheme is based on three equally-weighted measures as follows: net profit, number of customers and individual performance (each 33.3%).

In the two sales-staff bonus schemes we looked at, performance against sales targets attracts the highest relative weighting. One respondent within the manufacturing and primary sector attaches a 50% weighting to ‘sales revenue against budget for all products in business area’

and a further 30% to sales revenue relating to 'focus' products. Individual performance against key objectives accounts for the remaining 20%.

Eligibility

Most bonus schemes have qualifying conditions attached, often relating to length of service – the most common criterion was for staff to have been in post for at least three months to qualify for a bonus payout, while many employers expect new entrants to a bonus scheme to have passed their probation period. All respondents make pro rata awards to eligible staff who have joined the organisation midway through the bonus year.

While leavers – and in many cases, those who are working their notice period at the time of the bonus payment – typically forfeit any bonus payment, many organisations make an exception for so-called 'good leavers', mostly involuntary leavers, making a pro rata payment to those who are made redundant (40% of respondents, including two where this is on a discretionary basis) and, less frequently, to retirees (23%) or the next of kin of staff who have died in service. Calculations may be made based on the individual's most recent performance ratings before departure, if applicable.

Just under three-fifths of respondents (59%) said that an individual's bonus payment would be affected if he or she were subject to disciplinary or capability procedures. In some of these cases, bonuses could be reduced because of the negative effect on the individual performance factor, while affected employees at some other companies could forfeit any entitlement to a bonus altogether. Just under a fifth (17%) of organisations said they reviewed such situations on a case-by-case basis.

Bonus payouts

Frequency of payouts

For the most part, the bonus schemes we looked at operate on an annual basis, with payments made once a year where applicable. This is perhaps inevitable, given the important role of business performance and profits in virtually all bonus schemes. Limiting bonus payouts to a single, comparatively significant annual award can also help set them apart from basic pay. However, one all-employee scheme pays out quarterly, as does one sales staff scheme. More frequent payouts such as these can provide a clearer link between the achievement of targets and reward and can foster renewed motivation by ensuring any period of poor performance is quickly overcome. Meanwhile two distinct tiers of a senior/executive-team bonus scheme at a

respondent within the manufacturing and primary sector operate on a three-year cycle, with bonuses awarded in year four.

Typical payouts

The size of the bonus pool is usually determined by profits or company performance. While some organisations calculate bonuses as a percentage of salary – often subject to an overall upper cap – others award all eligible employees the same monetary amount. Bonus schemes generally set parameters around the level of awards that can be achieved if targets are met or exceeded. In some cases, the latter may amount to more than 100% of salary.

IDR has collected information on bonus scheme design and typical maximum and actual payouts in various sectors throughout the past year. Looking at the **most recent** awards made, the highest bonuses were on offer in the legal sector, where median payouts reached 19% (average 23%) across all levels, while airline staff in head office roles received the lowest payouts (5.5% at the median or 4% on average). Salaried staff in retail catering, meanwhile, stand to receive the most generous **maximum potential** awards.

Table 1 **Bonus scheme awards by sector (all levels) - IDR research 2017/18**

	Most recent award (%)		Maximum potential award (%)	
	Median	Average	Median	Average
Airlines (head office roles)	4.0	5.5	-	-
Engineering	8.0	8.0	14.0	16.0
Legal	19.0	23.0	15.0*	24.0*
Retail	5.0	6.0	7.0	17.0
Retail catering**	-	-	30.0	44.3
Road transport & distribution	6.0	10.0	-	-

*Typical awards. **Salaried staff.

Taking a closer look at the individual sectors, our most recent survey of pay and conditions in retail, for example, found that just over half of employers operate a bonus scheme for some or all staff. Schemes are most common among food retailers and non-food retailers and least prevalent within retail catering. A similar pattern can be observed in terms of eligibility for a bonus: all the supermarkets that operate bonus schemes extend these to retail staff and managers alike whereas only two-fifths of non-food retailers do so. Of the retail catering employers that operate bonus schemes, meanwhile, only around a quarter include non-

management retail staff in these – possibly because such staff are often eligible for tips or a portion of service charges.

Just over three-quarters of retailers base their bonus schemes on company profits, either wholly or in part, while around a quarter factor team performance into bonus calculations. At 14% of respondents, individual performance is also a factor. One retailer we surveyed also awards monthly bonuses of up to £1ph to retail staff if team performance and profit targets are met.

Among the retailers that provided details of maximum and recent bonus payout levels, median and average **potential** bonus payments are 5% and 15% respectively. These figures increase to 8% and 19% respectively for managers. In practice however, actual payments do not necessarily reach these target levels: looking at the most recent average bonus awards, retail staff have typically received actual payouts of 3% while managers have received 7%.

Table 2 **Maximum potential bonus payout per employee (retail sector)**

	Retail staff	Retail managers
Lower quartile	3%	3%
Median	5%	8%
Average	15%	19%
Upper quartile	12%	25%
No.	11	11

Table 3 **Latest average bonus payout per employee (retail sector)**

	Retail staff	Retail managers	Head office staff	Retail staff	Retail manager	Head office staff
Lower quartile	2%	5%	1%	£201	£1,788	£2,378
Median	3%	7%	3%	£260	£2,499	£4,426
Average	4%	9%	4%	£506	£5,132	£4,263
Upper quartile	5%	8%	7%	£638	£5,605	£6,395
No.	6	7	7	5	6	6

Separate analysis we have conducted into maximum potential bonus levels for managers and head office staff within the retail catering subsector shows that area managers here stand to receive as much as 50% of salary at the median (average 54%), while for general managers these median and average figures are 40% and 50% respectively. Head office management could be in line for a maximum potential bonus payment of 20% at the median (average 34%).

The equivalent figures for head office staff meanwhile are 19% and 28% respectively, while senior managers could receive a maximum bonus of 35% at the median (average 57%). In some roles, maximum potential payouts may exceed 100% of salary, contributing to the relatively high median maximum potential payout levels cited above, but in practice actual payments may be far lower.

In engineering around a quarter of respondents to our sector survey reported that they award bonuses to engineering staff. This varied slightly by job, with 21% of craft engineers and 29% of technicians and engineering directors eligible for bonuses. Among the six respondents that provided details of maximum payouts, these were 14% at the median and 16% at the average. Three respondents also reported their most recent actual awards: these were 6%; 7.5% and 10%, or 8% at both the median and the average. This compared with maximum potential payments of 20% (median) and 19% (average) at these three companies.

Within road transport and distribution, meanwhile, we have found that bonus payments do not make up a significant proportion of drivers' earnings. Around half of the sample in our recent sector survey do not pay a bonus and of those that do the median/typical payment was just 2% of basic pay. Median payments for transport controllers and transport managers were rather higher, at 10% in both cases.

The same survey also provides information on bonuses for warehouse and distribution centre staff, summarised in the tables below. The 'incl. zero payouts' columns include respondents that reported operating bonus schemes for such roles but made no award to this group of staff in the latest bonus round.

Table 4 Bonus payments to warehouse operatives and supervisors (% of salary – most recent bonus round)

	Warehouse operatives		Warehouse supervisors	
	Incl. zero payouts	Excl. zero payouts	Incl. zero payouts	Excl. zero payouts
Lower quartile	1%	2%	2%	4%
Median	3%	4%	6%	8%
Upper quartile	5%	6%	10%	10%
Average	17%	19%	16%	18%
No.	10%	9	9	8

Table 5 **Bonus payments to warehouse managers, depot managers and regional distribution centre managers (% of salary – most recent bonus round)**

	Warehouse managers		Depot managers		Regional distribution centre managers	
	Incl. zero payouts	Excl. zero payouts	Incl. zero payouts	Excl. zero payouts	Incl. zero payouts	Excl. zero payouts
Lower quartile	2%	6%	5%	8%	5%	11%
Median	6%	9%	9%	10%	12%	15%
Upper quartile	10%	10%	10%	10%	15%	16%
Average	6%	8%	7%	10%	11%	15%
No.	17	13	8	6	8	6

We have also collected information about the latest bonus awards for head office staff (in functions such as finance, HR, sales and marketing, IT and administration) within the airline industry. Where bonuses were paid these were typically worth 4% at the median (5.5% on average). Our survey of pay and conditions in call centres, meanwhile, found that almost two-thirds of employers operate at least one bonus or other incentive scheme. These are generally based on individual or company performance, or both, and payments are typically awarded annually.

Among legal professionals, median typical bonus payments range from just over 17% for newly-qualified solicitors to 41% for heads of legal/general counsels. At all levels, median and average payouts in the most recent bonus round fell short of typical payment levels as can be seen in the table below.

Table 6 **Typical and actual bonus payments to legal professionals (% of salary)**

	Typical bonus payment		Payment in most recent bonus round		No.
	Med	Ave	Med	Ave	
Head of legal/general counsel	41.0	47.0	31.4	41.8	6
Deputy/associate general counsel	20.0	27.0	14.3	22.6	4
Senior legal advisor/senior legal manager/principal solicitor	20.0	18.8	10.0	14.6	5
Legal advisor/legal counsel	15.0	15.0	8.0	11.0	5
Newly qualified solicitor	17.4	17.4	15.9	15.9	2

As well as looking at scheme design, as described in the previous section, our dedicated survey of bonuses in companies in the private sector also asked for details of 'on-target potential' and 'maximum potential' payouts as well as actual minimum, average and maximum

payments made in the latest bonus round. Respondents tended to express bonus awards under all-employee schemes in monetary amounts rather than percentage terms. Payouts at the one exception to this – a professional services firm – were 100% at the median for on-target potential and most recent average payouts alike. This is unlikely to be representative of typical percentage payouts under all-employee schemes and is far higher than the whole-economy figures gathered by the ONS (6.2% of total pay). As a proportion of salary, median and average on-target potential payouts for managers and senior managers in the survey were 28% and 42% respectively, while staff in the sole head office bonus scheme reported stood to receive 10% (with actual payments averaging 8%).

Table 7 How bonus award levels vary by seniority in all-employee schemes (examples)

Respondent sector	On-target bonus award by job level/grade
Manufacturing/primary	Each job level is assigned a target, ranging from 6% for production operators to 40% for general managers. Payouts can range from 0% to 200% of this target.
Private sector services	On-target bonus awards increase with seniority according to the following scale (maximum potential payouts in brackets): <ul style="list-style-type: none"> • 3% (6%) • 7.5% (15%) • 12.5% (25%) • 15% (30%) • 20% (40%) • 25% (50%) • 30% (60%) • 40% (80%)
Private sector services	Non-management - 20% Management - 33%

Similarly, some bonus schemes for managers and senior managers also vary target payouts according to seniority, as outlined in the table below. (All these examples are taken from employers within the manufacturing and primary sector.)

Table 8 How bonus award levels vary by seniority in manager and senior manager bonus schemes (examples)

Respondent sector	On-target bonus award by job level/grade
Manufacturing/primary	Senior executive - 25% (min); 50% (on-target); 100% (max) Executive - 17.5%; 35%; 70% Senior manager - 12.5%; 25%; 50% Manager - 7.5%; 15%; 30%
Manufacturing/primary	On-target bonus awards increase with seniority for five levels of managers as follows: 5%; 10%; 15%; 20%; 30%. Maximum potential payout is 120% of these target amounts.
Manufacturing/primary	Senior admin/junior professional - 5% Senior professional/first-level manager - 10% Senior manager - 15% to 20% Director - 20% to 30% General manager - 35%

	Maximum potential payout is 250% of these target amounts.
Manufacturing/primary	Senior manager - 8.25% target; 15% maximum Operational senior manager - 11%; 20% Leadership team - 13.75%; 25% Management team - 22%; 40%
Manufacturing/primary	Two levels of bonus scheme for senior managers: 1. targets range from 10% to 30% with payouts ranging from 0% to 231% of this target 2. targets range from 10% to 65% with payouts ranging from 0% to over 400% of this target.
Manufacturing/primary	Executives - 25% to 40% (max 120%; average 30%) Management - 10% to 20% (max 100%; average varies according to grade).

Some respondents cited bonus payouts as monetary amounts, either instead of or in addition to percentage figures. In this category, senior managers were awarded the highest on-target potential and most recent average bonuses (£21,948 and £20,803 respectively at the median).

Staff in all-employee schemes, meanwhile, typically received an average bonus of £887 with the latest payout – slightly higher than the median on-target potential bonus of £813. The most recent maximum payouts under all-employee schemes varied widely, from £1,093 at a company within the manufacturing and primary sector to £60,000 at a private sector services firm (the latter is not included in the all-employee sample below as the respondent did not provide data for all five fields). NB the figures below are based on small samples.

Table 9 **Bonus payouts by type of scheme (monetary amounts)**

	On-target potential (£)		Maximum potential (£)		Most recent (minimum) (£)		Most recent (average) (£)		Most recent (maximum) (£)	
	Med	Ave	Med	Ave	Med	Ave	Med	Ave	Med	Ave
All employees	813	847	1,698	1,604	34	64	887	890	1,523	1,516
Managers	6,491	57,353	10,188	113,568	148	103	5,436	4,390	16,021	92,442
Senior managers	21,948	21,948	57,943	57,943	10,904	10,904	20,803	20,803	37,487	37,487
Head office/sales	8,000	8,000	21,750	21,750	500	500	5,320	5,320	14,480	14,480