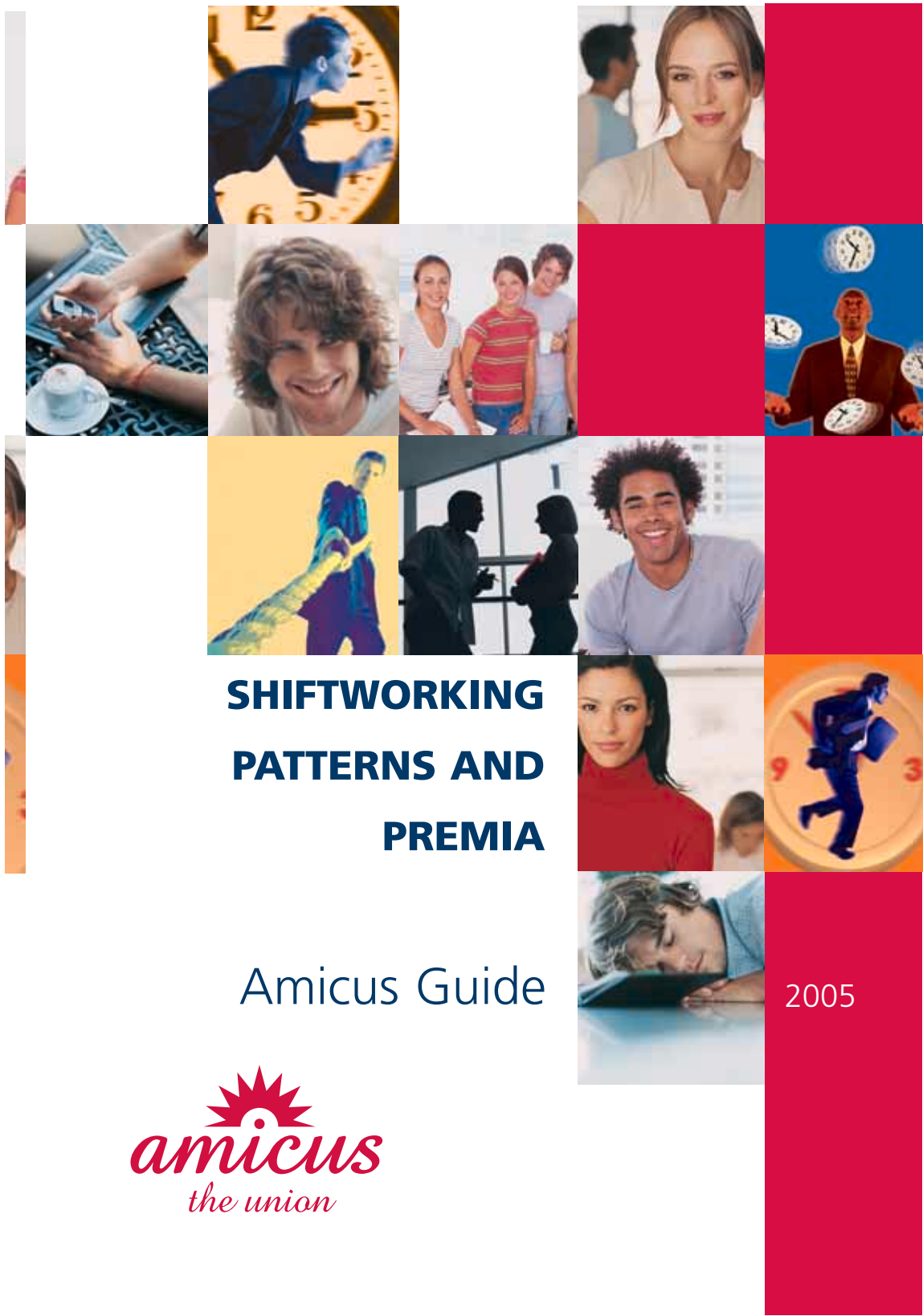


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**SHIFTWORKING
PATTERNS AND
PREMIA**

Amicus Guide

2005



**Amicus Guide to
Shiftworking
Patterns and Premia**

Amicus guide to Shiftworking Patterns and Premia

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■ INTRODUCTION

Employers use shift working to maximise their use of employees, machinery, resources, increase production, provide a service over a longer time-period or provide continuous cover. Industries such as chemicals, steel, transport and the emergency and health services have traditionally operated around the clock seven days a week. However, recently with the introduction of the 24-hour economy, the number of shiftworkers has increased in response to customer demands for extended operating or opening hours. Nearly 15% of UK employees regularly work shifts and forms of shift working vary enormously.

The European Commission defines shift work as "a situation in which a worker or group of workers, having completed a normal day's work at a particular job, is replaced by another worker on the same job within a 24 hour period" (European Foundation, 1986).

Thus, by definition, this involves work during non-standard working hours.

Although the extent, range and form of shift working are expanding continuously, there are five main types of shift working, as outlined in table 1.

■ TABLE 1: EXAMPLES OF SHIFT WORK PATTERNS

Shift type	Hours	Typical start and finish times	Cycle
Double day	16 hours a day	06.00–14.00 14.00–22.00	2 groups of workers rotate each week, early/late
Day and night	16 or 24 hours	08.00–18.00 22.00–08.00	2 groups of workers, alternating weekly or fortnightly with rest days in between
Permanent nights	9 or 12 hours	18.30–05.30	2 groups of workers, 2 week cycle, with rest days: 3 rest days after first week, 2 rest days after second week
3-shift discontinuous	24 hours a day for 5 days	06.00–14.00 14.00–22.00 22.00–06.00	Monday to Friday inclusive Weekly or fortnightly for the 3 groups of employees
3-shift continuous	24 hours a day for 7 days	As above but for 7 days Monday to Sunday inclusive	5 groups of employees, cycle for 3–24 weeks. Traditional pattern: 1 week of each type for each worker, with rest days. Continental pattern: 2 or 3 shifts of the same kind with rest days between.
Evening or Twilight Shifts	5 hours	17.00–22.00	Such shifts generally run from the usual finish time until about 10pm

■ ADVANTAGES AND DISADVANTAGES

Shift working is not a new concept. New technology, as well as debates over working time reductions, have kept shift working in the limelight. Ever more expensive technology has increased pressure on employers to extend operating hours and increase productivity. At the same time working time reductions for the employees were facilitated by the introduction of new shift patterns, which gave extended plant utilisation and gave management greater flexibility in working time arrangements.

Apart from essential requirements in 24-hour operations, shift working has the benefits of increasing productivity, ensuring that expensive equipment or premises are used to their maximum capacity and responding to customer demand for extended opening hours.

Whilst shift working gives employers the opportunity to increase the utilisation of expensive equipment or premises, it is not without cost. It should involve the payment of a shift premium; increases administrative costs and can provide problems of supervision.

There may also be other managerial problems: communications between the members of each shift are often problematic. Night shift personnel, in particular, often feel left out or come to regard themselves as a separate unit. Friction between shifts can arise from apparently trivial incidents, such as failure to clean machinery or failure to report a

technical problem. The provision of welfare and catering facilities, such as canteens and social clubs, is sometimes not available to workers on some shifts. The union and managers need to be aware of these sorts of problems and be prepared to handle them. Training for managers in the special problems of shift work is often lacking.

For some people the prospect of working shifts may be alarming, but for an increasing minority it provides a welcome element of flexibility in the employment contract at a time in their lives when it may be convenient for them to spend a period working unusual hours.

Many of the definitions of shift working are organisationally biased and fail to take account of the individual and how that individual works from day-to-day. The costs for individual employees are as important as those for the organisation in determining success.

The costs for individuals involved in working shifts can include increased stress, disrupted sleep patterns and an adverse effect on the employee's ability to participate in normal social and community life. In particular, shift workers can have difficulties in meeting childcare needs (it is not uncommon for shift workers to have two or more childcare arrangements to cope with shifts). Of those parents whose shifts varied on a daily or weekly basis, 69% said that working different shifts aggravated their childcare problems.

Shift workers were found to spend more on childcare than other working parents, and few shift workers receive any childcare assistance from employers. It is not surprising that the issue of shift allocation has frequently been the subject of industrial disputes. Changes in shift allocation or rostering are not always easily introduced. There are benefits that may be available to certain types of shift workers, such as reduced travel-to-work time by avoiding traffic congestion, more free time when the shops are emptier or when leisure facilities are offered at off-peak rates, etc.

Practical advice for dealing with these problems tends to centre on improving shift scheduling, rather than compensating for the disadvantage. For example, with regard to shift schedules, it has been suggested by researchers working on the effects of shift work upon sleep patterns that where practicable a shift system should:

- Have a few nights in succession
- Have a short cycle period with a regular rota
- Include some free weekends, with at least two full days off
- Give adequate intervals between shifts, and
- Be flexible about shift change times and shift length.

These suggestions should be complemented by a broader all-round support for shift workers, including measures to support health, to protect female workers and to encourage the reduction of cumulative sleep deficiency.

■ EMPLOYMENT BACKGROUND

Shift working has a long history, with many examples: soldiers and sailors, for instance. In industry, split shifts were operated as early as 1694 in glass making. In 1785 there was an experiment in the largest ironworks in South Wales of three 8 hour shifts as an alternative to the normal two 12 hour shifts. In the early 1980s there was an extension in the use of shift working patterns, and increases in the numbers working shifts. In 1982 the Institute of Manpower Studies calculated that by 1980 one manual worker in four worked shifts in the manufacturing sector, and that 22% of all industrial workers were employed this way.

Whilst shifts have been traditionally used in areas such as the emergency services, transport and in the manufacturing sector, a major development in recent trends has been the spread of shift working into sectors such as telephone sales and banking.

A recent development has been the extension of forms of shift working, common in one sector, into other sectors: for example in manufacturing the extension of the working day into the evening or night has been common. However, increasingly this has extended into weekend work, something that was already common in the service and chemical process industries.

Whilst many jobs such as cleaning have followed traditional short working schedules each working

day, the past decade has seen a rise in part-time work scheduling to cover busy periods in other industries, most notably in retailing. Many part-time retail positions are now scheduled to cover the busiest shopping periods (e.g. lunch-times, weekends and late-night shopping). Some companies now have 90% or more of their staff employed as shift workers, working part-time.

In the UK, the use of shiftwork is becoming even more widely used, with a quarter of organisations in 1999 reporting an increase in its use over the previous three years, compared to a small minority (around 5%) having reduced its use.

Across Europe, nearly 13% of those employed usually do shift work compared with 11% of those in the UK, although evening and night work are more prevalent in the UK than in any other country in Europe. From an organisational point of view, the reasons for adopting shift work are important - they form the basis for determining how many hours are worked each day and how many shifts are required.

These reasons may be very complex, with shift work implemented for technological, economic, social or other reasons and all reasons may be interdependent. One result is an increase in the various forms of shift systems as organisations find established patterns inappropriate.

■ EUROPEAN LEGISLATION

Few EU countries have legislation relating specifically to shiftwork. The regulations impacting on shiftworking tend to follow broadly from legislation concerning the length of the working day or working week, nightwork or weekend working. Therefore, legislation on working time sets the parameters within which shift flexibility may be achieved.

The examples, outlined below, illustrate how legislation is now being amended by other European countries in an attempt to contain the pressures from organisations for changes in working time, in order to meet the continuing need for flexibility and, often, to address the equal opportunity issues that have arisen.

In Germany, shiftworking is subject to co-determination. The working time ordinance (arbeitsetordnug) was superseded by the Working Time Act (1994), which set out the parameters of shifts including the shift length and rest periods. Changes in the new Act included permission for night working for both men and women and the use of weekend working, though only if the organisations can show that not to do so would involve competitive disadvantage or that increased working time will create new jobs.

In the Netherlands, since 1 January 1996 the New Working Act (Arbeidstijdenwet AWT) regulates flexibility within set limits. The legislation provides a basic set of norms "standard regulation" (standaardregeling) and a supplementary set of limits

"consultation regulation" (overlegregeling). Deviation from the standard is only possible by collective agreement or other forms of collective process and must not exceed supplementary limits. An important change in the legislation is that employers are now obliged to take into account employee well-being when determining working hours. This may well affect shiftwork patterns.

In Ireland the maximum length of a shift is 9 hours, with a minimum rest period of 8 hours between shifts, and workers may not work two consecutive shifts.

In Austria the ban on night-shiftwork for women was lifted on 7 March 1996, the Austrian trade union federation Oesterreichischer Gewerkschaftsbund (OGB) has argued that work carried out between 8.00pm and 6.00am should be rewarded with a time credit of 25% and that night workers should be given two days' additional holiday allowance.

The Working Time Directive (1998) states that Member States must comply with its provisions either by bringing laws or regulations into force, or by ensuring that the two sides of industry establish the necessary provision through agreement. The directive does not affect the rights of Member States to apply legislation in the field of working time, provided the directive's requirements are complied with.

Implementation shall not constitute valid grounds for reducing the general level of work protection.

■ WORKING TIME REGULATIONS

In line with European requirements, the Working Time Regulations 1998 have been implemented to regulate working hours and patterns of work in the UK. In addition to introducing a limit on weekly working of 48 hours per week, the Regulations also address patterns of work and night work. Shift working may be introduced on a permanent or temporary basis, to cover increased demand or to provide a service over a longer time period without increasing the actual workforce.

■ CONTRACTUAL ISSUES

Shift Pattern and Pay

It is essential that the contract clearly states the hours to be worked, how these vary and how often they vary. It is often the case that those working shift patterns receive a shift premium, with the amount being paid for night working being higher than that for evening shifts.

Changes in Shift Systems

Where shift working is undertaken, the contract of employment or written particulars should clearly state whether the employer is entitled to change the shift pattern unilaterally. If such unilateral variation is possible, any consequent change to pay should also be stated. For example, if the employer changed the shift pattern, does this extend to the right of the employer to unilaterally vary the shift premiums or withdraw them completely? Even if there is an express clause in the contract of employment, providing for such changes to be made, this will not necessarily be effective for the employer. Even where

there is an express right under the contract of employment, the employer must act reasonably in the exercise of that right and must not undermine the duty of trust and confidence, which is implicit in every employer/employee relationship.

Holidays

The company normally calculates holiday entitlement on the basis of a 5-day working week. If your working week is not based on 5 day working, your holiday entitlement will be pro-rated to reflect the number of days in your normal working week. Those working a 5 day week will be entitled to 25 days' paid holiday per holiday year, whereas those working a 4 day week will correspondingly be entitled to 20 days' paid holiday per holiday year.

A sample list of current shift rates follows:

■ EXAMPLES OF CURRENT RATES

Night work premia

Name	Shift Settle Date	Grade Reference	Pay basic	Cash pc	Rates late pc	Rates late value
NJIC Knitting Industries	01/04/2004	MEL	£166.63	C	34.70	£57.82
Unilever Ice Cream and Frozen Foods	01/04/2004	SL2	£249.15	C	33.34	£83.06
Irish Linen Industry	01/04/2004			P	33.33	
Royal Mail Quadrant	01/10/2003	PGA category 1	£307.81	P	33.30	£102.50
Scapa Tapes	01/04/2004	C	£267.67	P	33.30	£89.13
AG Barr	03/03/2004	Driver Class 1	£265.00	P	33.30	£88.25
Woodbridge Foam (UK)	01/07/2004	Production team	£258.78	P	33.30	£86.17
McVities Group	01/01/2004	Chargehand A	£254.71	P	33.30	£84.82
Royal Ordnance	01/01/2004	Band 8 notional rate	£355.90	P	30.00	£106.77
NHS Nurses Midwives & H/visitors	01/04/2004	D	£328.07	P	30.00	£98.42
Building Brick NJC	01/03/2004	Minimum adult	£221.34	P	30.00	£66.40
Cotton Spinning (Blackburn)	04/10/2004	Warp drawing machine	£189.15	P	29.96	£56.67
RHA (Scotland)	01/04/2004	B1 Driver up to 18T	£273.20	P	25.00	£68.30
RHA (South Yorkshire)	31/03/2004	Driver up to 7.5 tons	£240.68	P	25.00	£60.17
RHA (East Midlands)	02/08/2004	Driver 7.5-18 tons	£215.21	P	25.00	£53.80
Wilkinson Stores (retail)	01/03/2004	Cust service assist	£175.72	P	21.50	£37.78
Environmental Engineering NJC	01/01/2004	6	£311.35	P	20.00	£62.27
Securitas	01/04/2004	crew	£260.00	P	20.00	£52.00
Hutchinson (UK)	01/01/2004	Fork Lift/Stores	£253.25	C	7.70	£19.50
UPS	01/07/2004	K Sorter Loader	£252.54	C	6.26	£15.80
Ward Insulated Panels	01/01/2004	4 production operatr		C		£70.41

24/7 day working

Name	Shift Settle Date	Grade Reference	Pay basic	Cash pc	Rates late pc	Rates late value
Kraft Foods (Bridgend)	01/01/2004	2	£212.78	C	74.7	£158.95
Lever Faberge	01/01/2004	4	£333.98	P	47	£156.97
Ciba Spec Chem Brad & Grimsby	01/09/2003			P	46	
First Hydro Edison Mission Energy	01/06/2004	JG 1A	£224.87	C	45.97	£103.37
Kawneer	01/03/2004	4 (shift 42 hrs)	£275.73	C	42.47	£117.11
The Berkshire Brewery	01/05/2004	1	£257.29	C	42.08	£108.26
Akcros Chemicals	01/01/2004	Process (days)	£369.47	C	41.9	£154.81
British Energy Generation	01/07/2004	NEG 1	£241.60	C	39.42	£95.23
Imerys	01/03/2004	Unskilled (EC) days	£252.84	C	39.12	£98.91
Castle Cement	01/01/2004	5	£327.69	C	38.5	£126.16
Lafarge Plasterboard	01/01/2004	C	£277.03	P	38	£105.27
Cadbury (Marlbrook)	29/03/2004	6	£349.65	C	36.61	£128.02
Anglesey Aluminium (Manual)	01/07/2004	Band 3	£367.46	C	36.22	£133.08
Alexander Dennis (previously Transbus International)	05/01/2004	2 Vehicle Builder	£324.39	P	35	£113.54
Imerys (China Clay Operatives)	01/03/2004	D Manufacturing staff	£296.17	C	34.12	£101.06
Nissan	01/01/2004	Mobile Plant Op.	£341.56	P	33.33	£113.84
Rugby Cement	01/01/2004	5	£339.92	C	33.23	£112.96
Dupont Teijin Films UK Ltd	01/05/2004	71/81	£354.69	C	32.17	£114.12
Rolls Royce Bristol (tech staff)	01/04/2004	2	£358.56	P	31.67	£113.54
Alcan (Lynemouth)	01/01/2004	A	£389.04	C	28.1	£109.31
Coors Burton Brewery	01/01/2004	Electrical tech	£244.60	C	27.8	£68.00
International Nickel	01/08/2003	Multi-dis engineer	£408.96	C	25.9	£105.92
United Glass (craft)	01/10/2003	Band 8 notional rate	£385.78	C	25.1	£96.83
Royal Ordnance	01/01/2004	Level 2 days	£355.90	P	25	£88.98
Associated Octel	01/01/2004	5 Adv Craft cat 1-3	£485.71	C	24.06	£116.88
Eng Construction (NAECI) NJC	01/04/2004	C2	£427.50	C	24	£102.60
Pirelli Tyres Ltd	01/02/2004	Technician	£424.12	C	23.84	£101.13
Howmet Ltd	01/01/2004	Operator1		P	22.22	
Shell UK Oil (Stanlow) process	01/01/2004	4 Process	£579.29	C	18.91	£109.54
Zotefoams (Croydon)	01/03/2004	Operator	£304.73	P	15	£45.71
United Glass (manual)	05/09/2003	CNC G4	£252.89	C	12.8	£32.37
Acordis UK (Grimsby)	01/01/2004	13	£364.30	C	10.7	£38.98
BP plc Grangemouth	01/04/2004	Grade 1-4		C		£133.48
BT	01/04/2004	B2 Technician		C		£114.00
Michelin (Stoke-on-Trent)	01/01/2004	GAR		P		

24/5 day working

Name	Shift Settle Date	Grade Reference	Pay basic	Cash pc	Rates late pc	Rates late value
Akzo Nobel Int Coatings	01/10/2003	Grade 4	£266.21	C	36.5	£97.17
Kraft Foods (Bridgend)	01/01/2004	2	£212.95	C	35.6	£75.81
Findus Ltd	01/01/2004	1	£189.44	P	33.33	£63.15
Bentley Motors (Crewe)	01/01/2004	Level 2 upper spot	£366.43	C	33.33	£122.13
Scandstick UK	01/04/2004	A	£285.20	P	30	£85.56
Fujitsu	01/04/2004	Pay Point 1-11 Birmingham	£240.99	C	29.58	£71.28
BT	01/04/2004	B2 - Technician	£312.12	C	29.2	£91.15
Thales Optics	01/04/2004	6	£347.52	C	28.35	£98.52
Corrugated Packaging Industry	02/09/2003	B	£187.64	P	28.33	£53.16
Lafarge Plasterboard	01/01/2004	C	£277.04	P	28	£77.57
Electrical Contracting JIB	05/01/2004	Labourer	£285.00	P	27.77	£79.14
Lever Faberge	01/01/2004	4	£333.98	P	27.5	£91.84
Ford (manual)	24/11/2003	2	£375.28	C	27.2	£102.08
Akzo Nobel Coatings (Non-manual)	01/01/2004	6	£270.40	C	26.9	£72.75
Nissan	01/01/2004	Manufacturing staff	£341.56	P	26.67	£91.08
Jacobs Bakery (production)	01/01/2004	2 (packer)	£249.32	P	25	£62.33
Uniq (Minsterley)	01/01/2004	PC	£216.16	P	25	£54.04
Kelloggs (craft)	01/05/2004	Skilled		P	25	
Belden/CDT	31/07/2004	3A	£302.17	C	24.94	£75.35
Akzo Nobel Coatings (Manual)	01/01/2004	Manufacturing Op	£296.94	C	24.5	£72.75
Peugeot (manual)	01/01/2004	C	£344.80	P	24.43	£84.25
Rugby Cement	01/01/2004	Mobile Plant Op. 5 Adv Craft cat	£339.93	C	23.1	£78.52
Eng Construction (NAECI) NJC	01/04/2004	1-3	£427.50	C	22.4	£95.76
Bentley Motors (Crewe)	01/01/2004	Level 2 upper spot	£366.41	P	22.22	£81.43
Rolls Royce (Derby) production	01/04/2004	2	£253.68	P	22	£55.81
Trebor Bassett (Sheffield)	01/01/2004	2	£205.16	P	22	£45.14
Castle Cement	01/01/2004	5	£327.67	C	21.5	£70.45
Leather Producing Industry	01/07/2004	National minimum wage	£183.35	P	20.8	£38.14
Pilkington Alexandra Works	01/10/2003	C	£309.92	C	19.96	£61.87
Rohm & Haas UK Aldridge	01/01/2004	Operator	£326.23	C	19.38	£63.21
Darby Glass Ltd	01/01/2004	1	£207.67	C	18.74	£38.93
Michelin (Stoke-on-Trent)	01/01/2004	GAR	£313.20	P	18.33	£57.43
Thwaites Brewery	01/04/2004	F brewing & fermenting	£433.93	C	16.78	£72.83
United Fish Industries	01/04/2004	Process operator	£246.60	C	16.67	£41.10
TRW Automotive Systems (man)	01/11/2003	1	£276.86	C	16.4	£45.40
Pork Farms Bowyers (Notts)	04/04/2004	General Operator	£235.06	C	15.88	£37.34
Imerys	01/03/2004	Unskilled (EC) days	£252.84	C	11.68	£29.52
Pirelli Tyres Ltd	01/02/2004	C2	£424.12	C	7.24	£30.69
Inco (Europe)	01/11/2004			C		£109.21
Solectron	01/09/2004	Process Op Advanced		C		£48.58

Double days 5-day working

Name	Shift Settle Date	Grade Reference	Pay basic	Cash pc	Rates late pc	Rates late value	Name
Gossards	01/06/2004	C	£203.58	C	32.4	£65.96	39
Kraft Foods (Bridgend)	01/01/2004	2	£212.52	C	30.1	£63.97	
Scandstick UK	01/04/2004	A	£285.07	P	30	£85.52	
Marconi Selenia Communications	01/07/2004			P	28		
Royal Ordnance	01/01/2004	Band 8 notional rate	£355.90	P	25	£88.98	
Scapa Tapes	01/04/2004	A	£196.57	P	22.5	£44.23	37.5
Remploy (cler/tech/management)	01/01/2004	1	£168.77	P	22.5	£37.97	
Baxi Potterton	01/04/2004	D semi-skilled	£275.67	C	22.4	£61.75	37
Linde Heavy Truck Division	01/03/2004	4	£249.61	P	20.5	£51.17	37
Akzo Nobel Int Coatings	01/10/2003	Grade 4 5 Adv Craft cat	£266.21	C	20.12	£53.56	
Eng Construction (NAECI) NJC	01/04/2004	1-3	£427.50	C	20	£85.50	38
Devonport Royal Dockyard (DML)	01/10/2003	Advanced Craft	£346.42	P	20	£69.28	37
Devonport Royal Dockyard (DML)	01/10/2003	Advanced Craft	£346.40	P	20	£69.28	37
Nestle Rowntree (Castleford)	01/04/2004	B	£282.25	P	20	£56.45	39
Lafarge Plasterboard	01/01/2004	C	£277.00	P	20	£55.40	
AG Barr	03/03/2004	Driver Class 1	£265.00	P	20	£53.00	
McVities Group	01/01/2004	Chargehand A	£254.70	P	20	£50.94	
Jacobs Bakery (production)	01/01/2004	2 (packer)	£249.30	P	20	£49.86	39
Foxs Biscuits	29/03/2004	1 (days)	£231.27	P	20	£46.25	
Premier Foods	01/06/2004	4 Gen Wk	£229.64	P	20	£45.93	
Uniq (Minsterley)	01/01/2004	PC	£216.16	P	20	£43.23	39
Screen Printing & Display Corrugated Packaging Industry	01/01/2004	4	£189.10	P	20	£37.82	
Sericol (Broadstairs)	02/09/2003	B	£187.60	P	20	£37.52	
Akzo Nobel Coatings (Non-manual)	01/04/2004	Process (dys) 40hrs pd	£329.15	P	19	£62.54	40
Leoni Wiring Systems UK	01/01/2004	6	£270.05	C	18.69	£50.48	38
Rolls Royce Bristol	01/05/2004	Production Op FT	£208.51	C	18.67	£38.92	37.5
Lever Faberge	20/02/2004	B	£384.00	C	17.62	£67.67	34.75
Trebor Bassett (Sheffield)	01/01/2004	4	£333.98	P	17.5	£58.45	
Thales Optics	01/01/2004	2	£205.16	P	17.5	£35.90	
Akzo Nobel Coatings (Manual)	01/04/2004	6	£347.52	C	17.01	£59.10	
Unilever Ice Cream and Frozen Foods	01/01/2004	Manufacturing Op	£296.94	C	17	£50.48	
Leather Producing Industry	01/04/2004	SL2	£249.15	C	16.67	£41.53	
Rohm & Haas UK Aldridge	01/07/2004	National minimum wage	£183.35	P	16.6	£30.44	40
Solectron	01/01/2004	Operator	£326.23	C	16.45	£53.65	40
Woodbridge Foam (UK)	01/09/2004	Process Op Advanced		C	15.7	£31.82	
Alexander Dennis (previously)	01/07/2004	Production team	£258.78	P	15.6	£40.37	40
	05/01/2004	2 Vehicle Builder	£324.39	P	15	£48.66	

Permanent nights 5-day working

Name	Shift Settle Date	Grade Reference	Pay basic	Cash pc	Rates late pc	Rates late value
Thermal Insulation	01/01/2004	TIE	£331.74	P	50	£165.87
Corrugated Packaging Industry	02/09/2003	B	£187.62	P	45	£84.43
Baxi Potterton	01/04/2004	D semi-skilled	£275.68	C	44	£121.30
Lynx Express	01/10/2003	Handling Staff Cat 1	£187.78	C	43.2	£81.12
Akzo Nobel Int Coatings	01/10/2003	Grade 4	£266.21	C	40.22	£107.06
SKF (UK) (hourly paid)	05/01/2004	Basic rate	£270.13	P	40	£108.05
Sericol (Broadstairs)	01/04/2004	Process(dys)40hrs pd Process Op	£329.15	P	38	£125.08
Solectron	01/09/2004	Advanced		C	35.9	£72.84
Pilkington Alexandra Works	01/10/2003	C	£309.92	C	35.42	£109.79
Premier Foods	01/06/2004	4 Gen Wk	£229.64	P	35	£80.37
Findus Ltd	01/01/2004	1	£189.44	P	35	£66.30
Thales Optics	01/04/2004	6	£347.52	C	34.03	£118.25
Akzo Nobel Coatings (Manual)	01/01/2004	Manufacturing Op	£297.28	C	33.8	£100.48
Rolls Royce Power Engines Manchester	01/01/2004	Semi Skilled rate 3	£241.01	P	33.33	£80.33
Trench UK	01/04/2004	Labouring US	£292.82	C	33.3	£97.51
Cincinnati Machine UK	29/03/2004	Skilled direct 2	£321.83	P	33.3	£107.17
Electrical Contracting JIB	05/01/2004	Labourer	£285.02	P	33.3	£94.91
Nestle Rowntree (Castleford)	01/04/2004	B	£282.28	P	33.3	£94.00
Jacobs Bakery (production)	01/01/2004	2 (packer)	£249.31	P	33.3	£83.02
Coldwater Seafood	01/11/2003	Process Operator	£182.28	P	33.3	£60.70
Linde Heavy Truck Division	01/03/2004	2	£279.07	P	33	£92.09
Foxs Biscuits	29/03/2004	1 (days)	£231.27	P	30	£69.38
Trebor Bassett (Sheffield)	01/01/2004	2	£205.16	P	30	£61.55
Air Products (Acrefair)	01/09/2003	Craft	£400.04	P	29.5	£118.01
Air Products (Acrefair)	01/09/2003	Craft	£400.03	P	29.5	£118.01
Leoni Wiring Systems UK	01/05/2004	Production Op FT	£208.51	C	29.33	£61.16
Eng Construction (NAECI) NJC	01/04/2004	5 Adv Craft cat 1-3	£427.50	C	26.58	£113.62
TRW Automotive Systems Alexander Dennis (previously Transbus International)	01/02/2004	5	£265.46	C	25.1	£66.63
Uniq (Minsterley)	05/01/2004	2 Vehicle Builder	£324.39	P	25	£81.10
	01/01/2004	PC	£216.16	P	25	£54.04
Leather Producing Industry	01/07/2004	National minimum wage Bakery	£183.35	P	25	£45.84
Scottish Bakery JIC	01/10/2003	op/trainee22+	£176.68	P	25	£44.17
Walkers Snack Foods (Swansea)	01/02/2004	4	£221.99	C	22.88	£50.80
Brinks	01/08/2003	Crew Leader	£274.15	C	20.6	£56.45
Wool Textile (Industry)	01/05/2004	A (MR)	£145.27	C	20.4	£29.64
Devonport Royal Dockyard (DML)	01/10/2003	Craft	£327.70	P	20	£65.54
Devonport Royal Dockyard (DML)	01/10/2003	Craft	£327.69	P	20	£65.54
MFI UK Manufacturing	01/01/2004	Band D	£268.71	C	17.47	£46.94
Rolls Royce (Derby) production	01/04/2004	2	£253.68	P	17	£43.13
Furniture JIC	01/10/2004	Adult labourers	£189.15	C	16.49	£31.20
Sovereign Bus (London)	03/08/2003	Driver/Operator	£332.82	C	13.1	£43.60