



Cactus Search 2011 Benefits Survey

There's nothing prickly about our approach to benefits surveys.

Introduction

As industry leaders in Contact Centre recruitment, we have access to a database of over 15,000 candidates - all specialists in their sectors.

That's why we're better placed than anyone else to provide our series of comprehensive reports on the state of the industry. This Benefits Survey follows our Salary Survey published earlier this year, and completes our full profile of the key roles in the Contact Centre industry.

We think this shows just one of the ways that we can give our valued clients and candidates an all-round, up-to-date and value-added recruitment service.

This report includes detailed information gathered from our extensive resources, which we hope will prove to be invaluable reading material for contact centre professionals throughout the UK.



About Cactus Search

We specialise in placing individuals in managerial & specialist positions in Call & Contact Centres across the UK & Internationally. We have enviable track record of success in placing candidates across many FTSE100, FTSE250 and substantial private companies.

As true industry specialists we cover an extremely diverse range of roles and careers to include:

Management Positions:

Customer Service

Sales

Collections

Retentions

Complaints

Technical Helpdesk

Service Desk

Operations Positions:

Resource Planning - Forecasting, Real-Time & MI

Dialler

Training, Coaching & Performance Management

Project Managers & Business Analysts

Process Improvement & Quality

Strategy / Change Management

Account & Business Development Managers

Focus – Since we began in 2003 we have only specialised in Management and Specialist recruitment into Call and Contact Centres, this focus ensures that we deliver higher service levels and ultimately are more successful for our clients than many of the other UK recruiters. In fact we are regularly asked to contribute or present to the various industry publications and events with our views on the latest industry developments.

Attitude – We don't just 'fill vacancies', we don't hide behind 'management speak' and certainly don't disregard how important not only our clients are but also

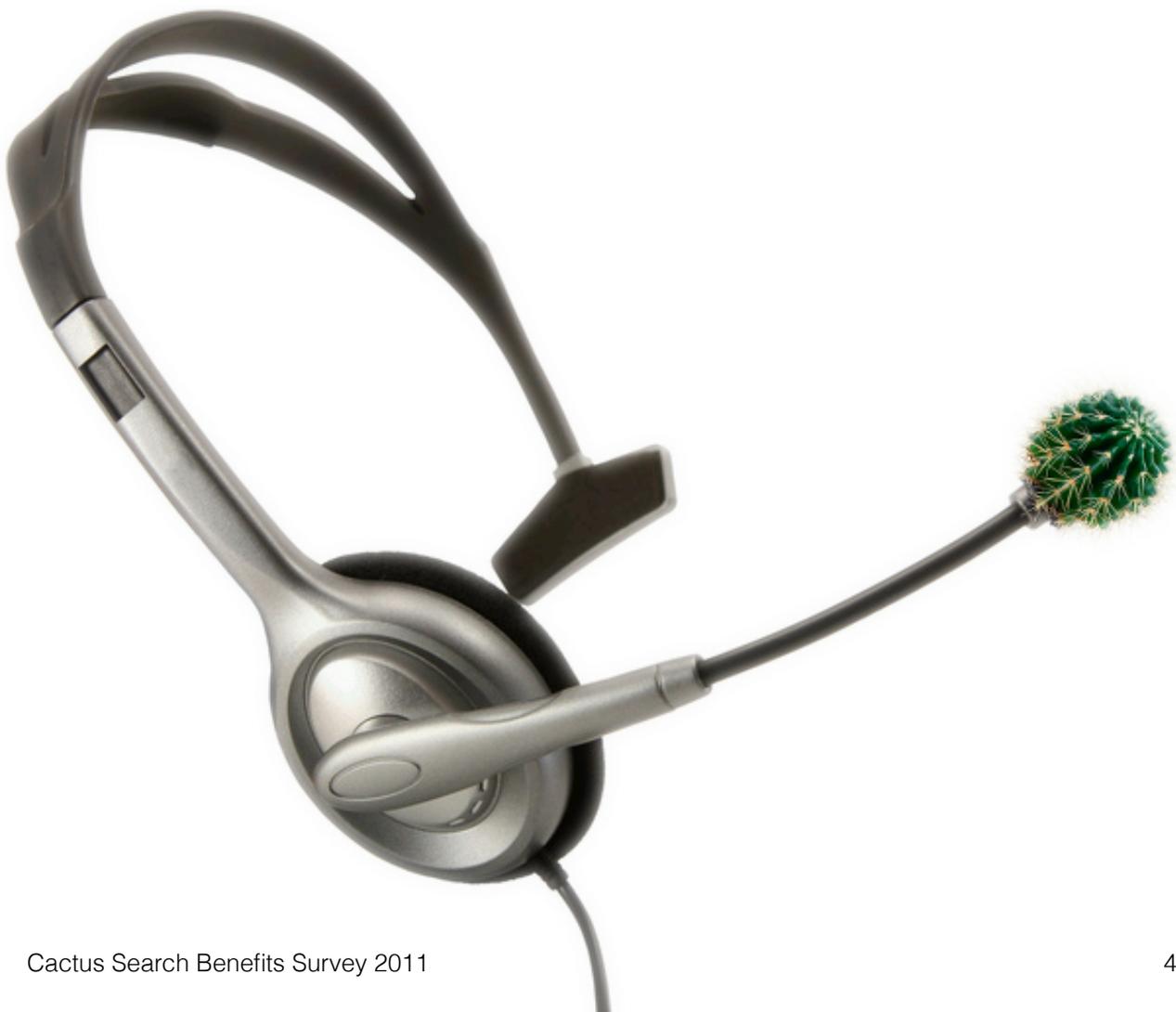


our candidates are to the success of our business. Overall, we value our relationships and our people – so if you want to work with a straight talking, motivated group of people who get the job done well, then talk to us.

Resource – With our bespoke Candidate Relationship database of over 15,000 management and specialist function candidates, processing over 2,000 applications a month and a website generating over 6,000 unique visitors each month we know we can find the right people for your organisation.

Breadth – We recruit management personnel across the major disciplines from Operational, Sales, Telemarketing, Resource Planning, Dialler, MI, Project Management, Account Management, Transformation management, Training and Change Management in every industry sector across the UK and Europe.

Processes – Our service driven approach with dedicated Candidate and Client managers' has benefited some of the UK's largest and most complex organisations, not forgetting the smaller, privately owned ones we have worked closely with.



Why the need for a benefits survey?

Here at Cactus Search, we know how important it is to stay one step ahead of the competition. That's why we believe that **comprehensive benchmarking is key** - but in a marketplace as complex and competitive as the contact centre industry, measuring salary alone just isn't enough.

More and more, our candidates are motivated by the benefits offered with a new role, rather than the salary alone. If they're prepared to move to a new role, more often than not they're tempted by the **complete package** that is offered with a new role.

We've written before about the importance we place on understanding our candidates' real drives - it's absolutely critical to know **exactly what motivates them**, and often, it's not just money, as you might expect.

Location can be a powerful driver for candidates wanting to move closer to home, or needing a change of scenery. But often, it's **something less obvious** - childcare, for instance, can be a major factor for a candidate with young children. Similarly, a company car or car allowance, plus a free parking space, can make an enormous difference to a candidate's finances **and** their peace of mind.

Knowing what's competitive, therefore, allows both our clients to know what they need to offer to attract **the very best candidates**, and lets our candidates know what they should expect from a potential employer.

And that's why we've provided this guide to the benefits currently on offer - to make the recruitment process **less prickly for you.**



Head of Multi-Sites/Contact Centre Director

Role profile: *Overall responsibility for contact centre operations from a strategic and operational perspective. The most senior individual in this capacity in any organisation. Usually responsible for a multi-site network of contact centres and their budgets.*

Bonus Scheme: For Heads of Multi-Site and Contact Centre Directors, all respondents received a bonus of between 10 - 60% of their annual salary. The highest bonuses were paid in the Financial Services & Banking industry, at 50 - 60%. Those in the Outsourcing & BPO category were in line with the average bonus, between 20 - 40%, with the Leisure & Tourism industry at the lower end of the scale.

Car/Car Allowance: 55% of respondents had a car allowance, averaging between £6,000 to £8,000. No respondents had a company car. 83% of these were also offered Free Parking, a benefit offered to 55% of total respondents.

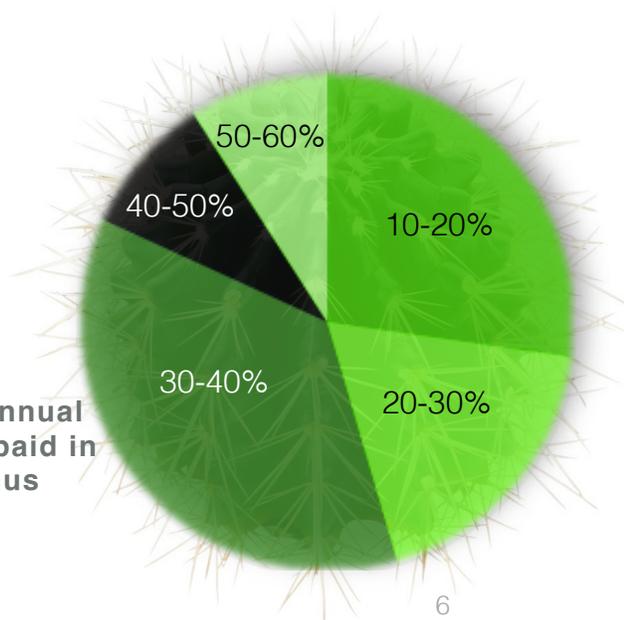
Holiday Allowance: In the Financial Services & Banking industry, the holiday entitlement is at its highest, with all respondents taking 30 days or more, per year. This was followed by those in Telecoms & IT, averaging between 26 to 29 days.

Pensions: The average pension contribution for respondents at this level is around 3 - 6%. The employee contribution in the Financial Services industry was lowest, at 0 - 3%, closely followed by those in the Insurance and Healthcare industry. In Outsourcing, the employee contribution was usually matched by that of the employer, in line with the average of 3 - 6%. Telecoms & IT saw the highest employer contributions, between 9 - 12%.

Other benefits: All respondents received Private Healthcare, with 63% offered Life Assurance, 72% a Death in Service agreement, and 36% a Shares Scheme. Only 18% were offered a Long Term Incentive or Bonus, all of whom worked in either Financial Services, or Leisure and Tourism.

20% of respondents were provided with a Childcare Allowance, with 36% provided with Subsidised Gym Membership and 24% offered Subsidised Canteen usage at their place of work.

% of Annual Salary paid in Bonus



Head of Contact Centre/Operations/Site

Role profile: *Most senior contact centre manager, often with multiple reports across a single operation.*

Bonus Scheme: 72% of Heads of Contact Centre, Operations, and Sites, received some form of bonus, usually ranging from 10 - 30%. This was fairly consistent across the board, with the exception of those in the Government & Public Sector, and Non-Profit industries. The bonuses were highest in Telecoms & IT, and Insurance & Healthcare industries, both of which saw bonuses averaging 20 - 30%.

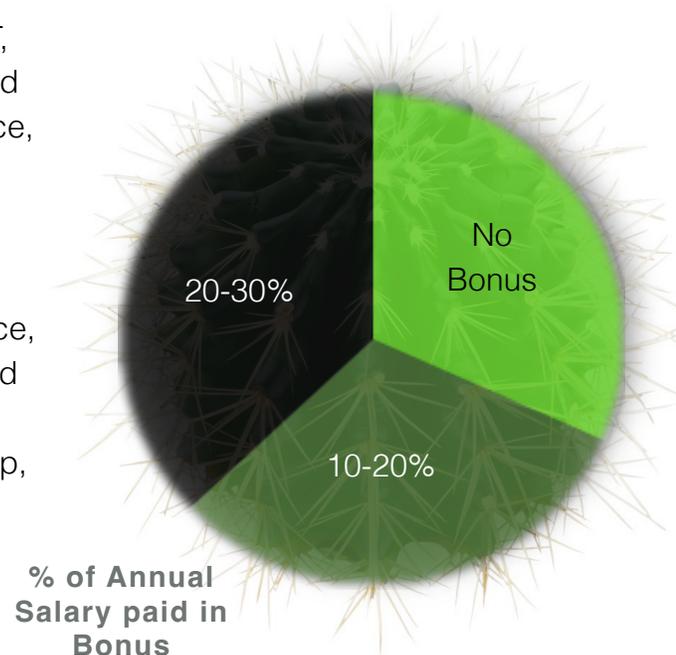
Car Allowance: 22% were given a car allowance, averaging £6,000 to £8,000. A further 12% had a company car, the value of this being slightly higher, at £8,000 to £10,000, demonstrating that a car allowance, rather than a company car, can be more cost-effective for businesses. All of those with a car or car allowance were offered free parking at their workplace, which was provided to 72% of the total respondents.

Holiday Allowance: 61% of respondents had a holiday entitlement of 23 - 26 days, and 31% had between 26 - 29 days. Utilities was the only sector to average 20 - 23 days holiday per year, and Financial Services alone in offering up to 30 days or more.

Pensions: 55% were participating in a company pension scheme. Here, those in the Government & Public Sector, and Non-Profit industries, were able to recoup the lack of bonuses offered with very strong pension schemes, with a 6 - 12% employer contribution.

Other benefits: 55% of respondents had Private Healthcare, with all of those working in Telecoms & IT, Outsourcing & BPO, and Retail & eCommerce, offered this in their package. 38% were offered Life Assurance, 55% Death in Service, 11% were involved in a Long Term Incentive scheme, and 27% had a Shares Scheme.

11% of respondents were given a Childcare Allowance, 33% a subsidised canteen and 13% had a subsidised gym membership. 28% said they were offered some form of other benefits, such as a mobile phone, laptop, or benefits related to their particular company.



Contact Centre/Customer Service/Operations Manager

Role profile: *Responsibility for a number of team managers/leaders across a single site, which may vary considerably in size - typically 4+ years management experience.*

Bonus Scheme: 73% of Contact Centre, Customer Service or Operations Managers received a bonus as part of their package. No respondents in the Non-Profit sector, and only 25% of those in Government or Public Sector roles, received a bonus, compared to 85% of those in Financial Services & Banking, who received bonuses of up to 40% of their annual salary.

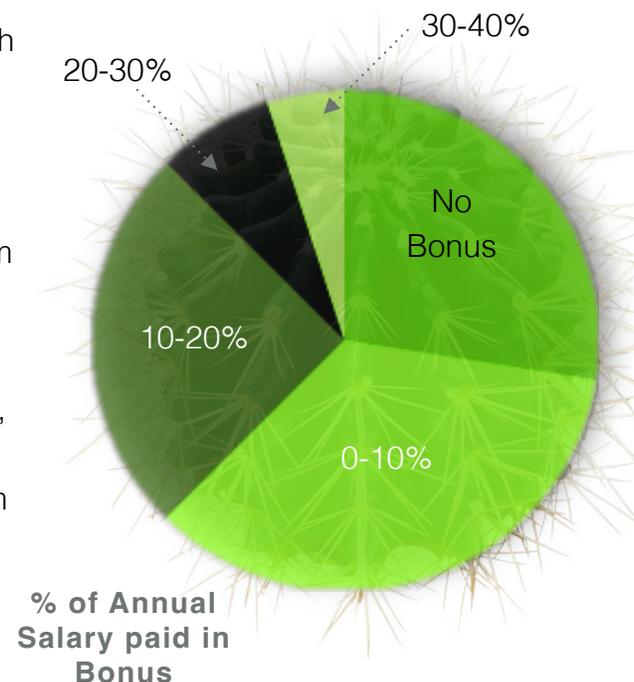
Car Allowance: 37.5% of respondents were provided with transport, split at around 68% with a Company Car, and 32% a Car Allowance. Both of these were typically around £4,000 to £6,000. 58% of the total respondents were allocated free parking at their place of work.

Holiday Allowance: There was a wide range of holiday entitlement shown, with a 52% majority of respondents offered 23-26 days per year. 10% had 20-23 days, a further 15% had 26-29 days, and 23% had an allowance of 30 days or more. In terms of industry, there was a relatively even distribution, though the majority of those with the largest holiday entitlement were in Financial Services & Banking.

Pension Scheme: 70% of these professionals were involved in a company pension scheme, with all Government, Public Sector and Non-Profit workers benefiting from a relatively high employer contribution. 63% of those in Financial Services were involved in a pension scheme, which tended to have the highest employer contributions, alongside those in Retail, though most these matched a high input from the employee.

Other benefits: 53% of respondents were offered Private Healthcare, 32% received Life Assurance and 47% Death in Service. 14% had some form of Long Term Incentive, and 17% were involved in a company Shares Scheme.

38% were offered Childcare Vouchers by their employer, with 33% offered access to a Subsidised Canteen and 28% a Subsidised Gym. 13% were entitled to some form of other benefits by their employer.



Outbound Contact Centre/Sales Centre Manager

Role profile: *Responsible for sales activity across one or more campaigns. If in house, will be responsible for a number of sales teams through Sales Team Managers.*

Bonus Scheme: 75% of these professionals received a bonus, all of which were much higher than those offered in other roles due to the focus on commission in outbound and sales roles. Two thirds of those received a bonus of 30-40%, with the remaining third averaging a 70-80% bonus on top of their basic salary.

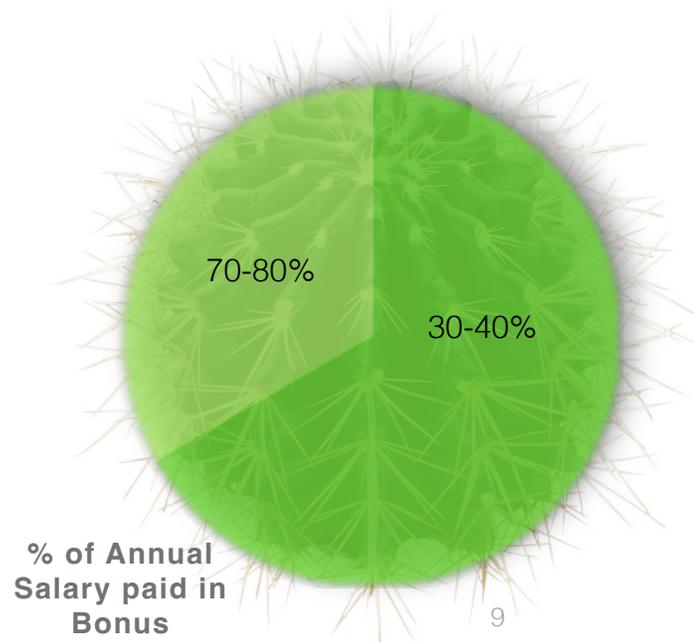
Car Allowance: No respondents received a car allowance, but 50% were offered free parking at work.

Holiday Allowance: The amount of holiday offered to managers at this level was fairly evenly spread between 20-29 days, with the highest in Outsourcing & BPO, and the lowest in Financial Services & Banking.

Pension Scheme: 80% participated in their company pension scheme, with an average employee contribution of 0-3%, and an employer contribution of 3-6%. In most cases, employee contribution was matched by the employer, although in Financial Services & Banking the employer contribution tended to be more.

Other benefits: 55% of those asked said they received Private Healthcare; however, no respondents had Life Assurance, and only 20% had Death in Service. 25% were offered a Long-Term Incentive, most of which were among those awarded a 70-80% bonus alongside their salary. 50% were involved in their company Share Scheme.

55% of respondents had Childcare Vouchers included in their package, and over 50% were offered a Subsidised Canteen and Subsidised Gym Membership.



Project/Process Improvement Manager

Role profile: *Responsible for improving processes within contact centre, by implementing new projects or large-scale change schemes.*

Bonus Scheme: 59% of Project and Process Improvement Managers were awarded a bonus on top of their salary, ranging from between 10-20% of their annual salary. Those working in Telecoms & IT were paid the highest, averaging 20%, with around half of those in Financial Services & Banking receiving the same amount.

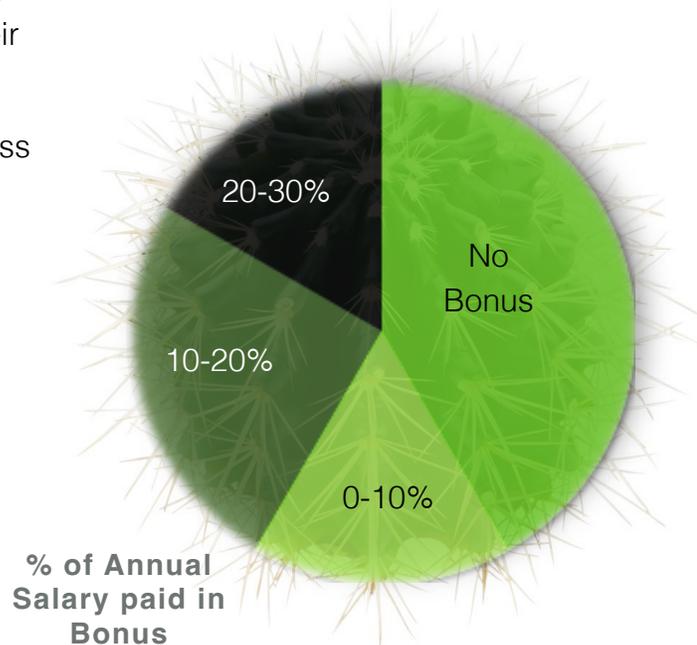
Car Allowance: 30% of respondents were offered a company car or car allowance, with over two thirds of these receiving a car allowance. In most cases, this was valued between £4,000 and £6,000, with a company car generally valued slightly higher, between £6,000 and £8,000. Approximately half were offered free parking at work.

Holiday Allowance: Around 20% of those polled selected no holiday allowance at all, due to the number of contractors in this arena. Of those remaining, 59% received between 23-6 days holiday, and 17% between 26-9 days. Only 4% took over 30 days per year.

Pension Scheme: Only 58% were involved in a company pension scheme, with a predominantly high employee contribution rate of 12-15%, a rate which in 90% of cases was matched by the employer.

Other benefits: 60% of respondents were offered Private Healthcare, with 25% receiving Life Assurance, 42% Death in Service, and 25% awarded in a Long Term Incentive, in this case apparently unrelated to their bonus scheme. 16% were also participating in their company's Shares Scheme.

20% received Childcare Vouchers, 42% had access to a Subsidised Canteen, and 16% had a Subsidised Gym Membership. 8% cited other benefits, including mobile phones and laptops.



Forecasting & Planning Manager

Role profile: *Generally managing a team of resource planners & MI analysts in a support capacity. Often responsible for the strategic direction of the unit and day-to-day. Responsible for communicating with the operation.*

Bonus Scheme: 86% of Forecasting and Planning Managers received a bonus, ranging from 0-30%. Financial Services & Banking, Telecoms & IT and Retail & eCommerce were the most generous sectors, with some respondents between 20-30%. In the Government & Public Sector, there were no bonuses awarded.

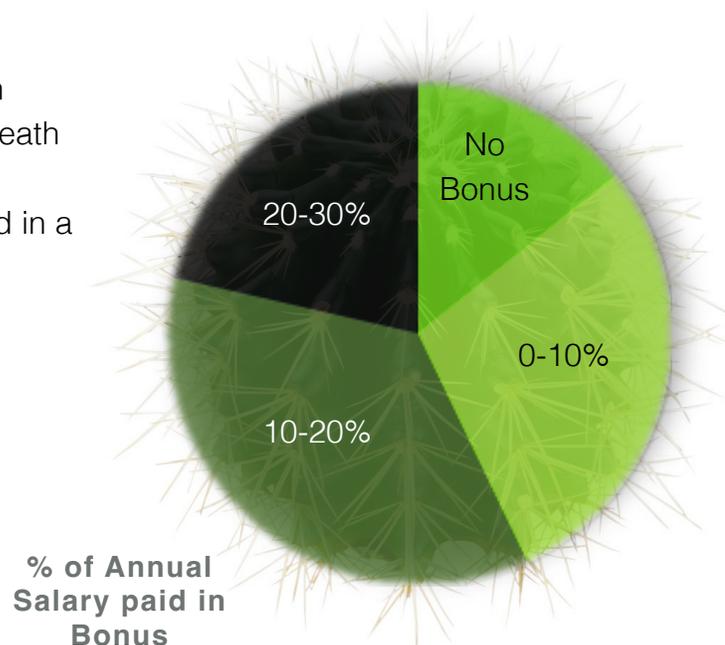
Car Allowance: 43% of respondents were provided with a car or car allowance, with these split 70% and 30% respectively. In this instance, however, those with a company car estimated the value of their car at under £6,000, whereas the car allowance was generally up to £8,000. 86% of respondents were offered free parking at their workplace.

Holiday Allowance: For these professionals, the holiday allowance was generally above 26 days, with a fairly even split between 26-29 days and 30 days or more, at a combined total of 57%. 22% had between 20-23 days holiday, and 20% were offered between 23-26 days. The most generous holiday allowances were in Financial Services & Banking, and Retail & eCommerce, closely followed by Telecoms & IT.

Pension Scheme: The pensions offered to Forecasting and Planning Managers were very generous, particularly in Financial Services, Telecoms & IT, and the Government & Public Sector. In over 60% of cases, the employee contribution was more than doubled by that of the employer.

Other benefits: Over 50% of respondents had Private Healthcare included in their package, with 36% receiving Life Assurance and 86% offered Death in Service. Only 7% were offered a Long Term Incentive scheme, and just under half participated in a company Shares Scheme.

21% were offered Childcare Vouchers by their employer, with 43% provided with a Subsidised Canteen and 36% a Subsidised Gym. 14% were offered some form of other benefits.



Team Leader

Role profile: Responsible for a team of agents, achieving KPIs, coaching & developing staff and ensuring quality. Sales team leaders are often paid more than their Customer Service counterparts, largely due to bonuses and benefits.

Bonus Scheme: 53% of Team Leaders were offered some form of bonus, and these were the most wide ranging of any sector, at anything between 0-100% of the total salary. The majority, however, were between 0-20%, with Retail & eCommerce, and Telecoms & IT, offering by far the highest, ranging between 20-100%.

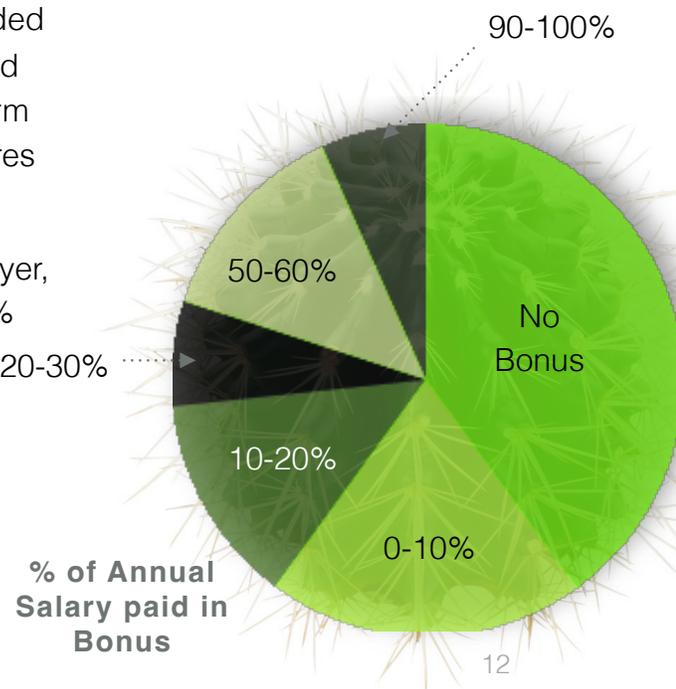
Car Allowance: 14% had a Company Car or Car Allowance, evenly distributed between the two. However, while the Car Allowance was generally worth £6,000 to £8,000, the Company Car was worth considerably more, on average worth £8,000 to £10,000. Over 70% were offered free parking at their place of work.

Holiday Allowance: The majority of Team Leaders were offered between 20-26 days holiday, with 38% at 20-23 days, and 42% slightly higher, at 23-26 days. Only 7% took between 26-29 days per year, and almost double this were offered 30 days or more.

Pension Scheme: The best pensions were offered in Utilities, and in Telecoms & IT, where employer contribution was between 9-15%. However, for those in the Insurance & Healthcare, and Government & Public Sector, over 60% of respondents had a pension requiring no contribution from the employee. In two thirds of cases overall, the employee contribution was matched by the employer.

Other benefits: 27% of respondents were provided with Private Healthcare, 7% had Life Assurance, and 46% had Death in Service. Only 7% had a Long Term Incentive, and 20% participated in a company Shares Scheme.

14% were given Childcare Vouchers by their employer, and 40% had access to a Subsidised Canteen. 12% were also offered a Subsidised Gym Membership. 6% of respondents also received other benefits, usually related to their place of work or sector.



Training Manager

Role profile: *Experience varies widely and involves side-by-side coaching, classroom training and training needs analysis. Responsible for the design and delivery of training through a team of trainers and coaches.*

Bonus Scheme: 47% of Training Managers received a bonus on top of their annual salary, all of whom were in the Financial Services & Banking, or Insurance & Healthcare industries, and all of which were between 0-10%.

Car Allowance: None of the respondents in this category received a Company Car or Car Allowance. However, 78% were offered free parking at their place of work.

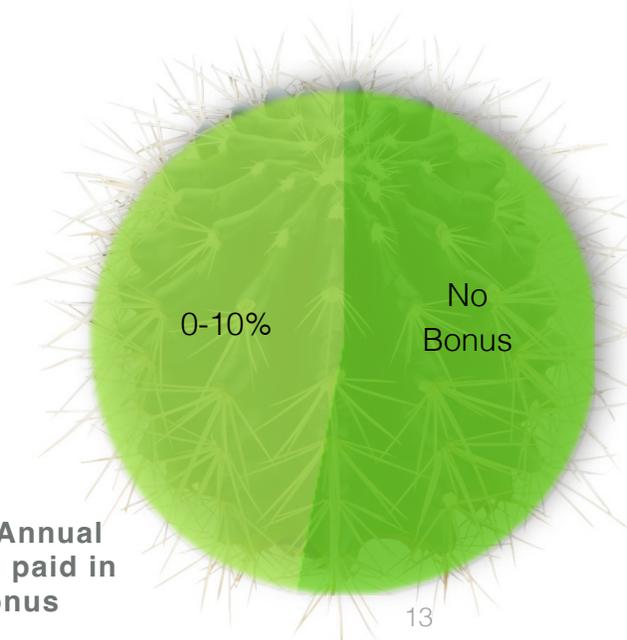
Holiday Allowance: By far the most holiday awarded was in the Insurance & Healthcare industry, which averaged 26 days or more per year. However, the majority of Training Managers, at 55%, were given 23-26 days holiday allowance.

Pension Scheme: 75% of respondents were involved in a company pension scheme, all of which offered a higher employer contribution than that contributed by the employee. The best pensions were those in the Retail & eCommerce, and Telecoms & IT sectors, in which the employer contribution averaged from 9% to over 15%.

Other benefits: 30% of these Training Managers were offered Private Healthcare by their employer. Almost half had Life Assurance, and over 70% had Death in Service offered in their package. None of our respondents, however, had a Long Term Incentive, though 46% had a Shares Scheme.

50% were offered Childcare Vouchers, while 77% had access to a Subsidised Canteen, and 24% had a Subsidised Gym Membership provided by their employer.

% of Annual Salary paid in Bonus



Dialler Manager/Analyst

Role profile: *Responsible for management of the automated Dialler system, often combined with some forecasting, scheduling and resource planning.*

Bonus Scheme: 80% of Dialler respondents were offered a bonus of between 0-20%, predominantly in Insurance & Healthcare, and Retail & eCommerce, which both tended to pay between 10-20%.

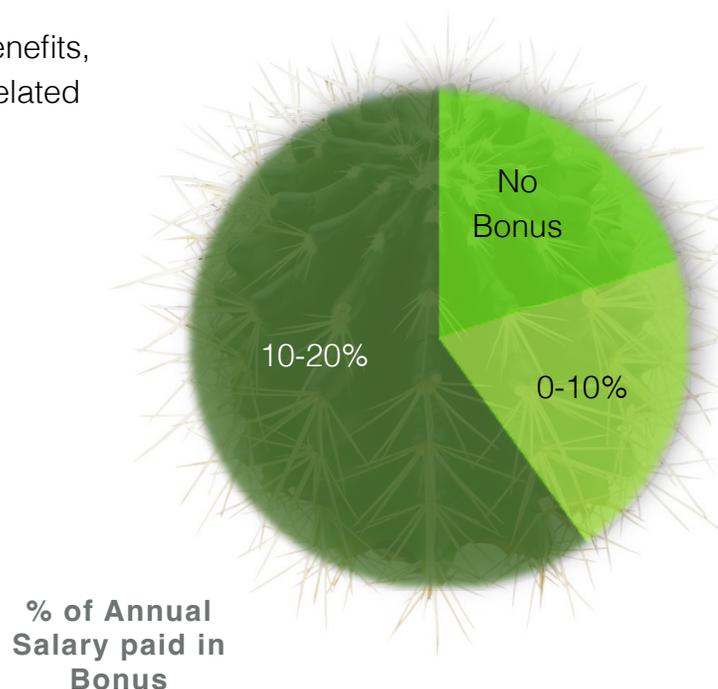
Car Allowance: None of the respondents in this category received a Company Car or Car Allowance. However, 80% were offered free parking at their place of work.

Holiday Allowance: All of the Dialler Managers and Analysts were offered between 20-26 days holiday per year, with 85% taking between 23-26 days.

Pension Scheme: 90% participated in their company Pension Scheme, all of which saw a higher employer contribution than that of the employee. The best pensions were found in Insurance & Healthcare, and Telecoms & IT, which averaged a 6-9% employer contribution.

Other benefits: 30% 60% of Dialler Managers and Analysts canvassed were given Private Healthcare as part of their package, with 45% offered Death in Service. None of these, however, were offered Life Assurance. 40% saw a Long Term Incentive in their package, and the same number were involved in a Shares Scheme.

25% had Childcare Vouchers among their benefits, with 20% provided with a Subsidised Canteen, and 60% a Subsidised Gym Membership. 20% also saw some form of other benefits, usually including a mobile phone, and company related discounts.



A few closing thoughts...

First of all, we'd really like to thank all those candidates that got involved in our survey, and allowed us to make it so complete. We couldn't provide the service we do without the relationship we have with our candidates and clients.

We said at the start of the survey that it's essential to stay on top of market trends, beyond the reach of salary benchmarking alone. It's been really interesting to see the complete breadth of benefits offered across roles and industries, to get a clear picture of what's on offer in the contact centre arena in 2011.

We're hoping that this, combined with our 2011 Salary Survey, will provide a useful resource, both for our candidates, who will be able to benchmark what they're offered against others in their field, and for our clients, who can make sure they attract the best of the best with a competitive benefits package.

If you've got any thoughts on our benefits survey, we'd love to hear from you. We're always glad to receive feedback on our services, which we're always trying to improve.

After all, **there's nothing prickly about our approach to recruitment.**



Get in Touch

If you need any more information on how Cactus Search can help you as an organisation or as a candidate, please contact us.

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