



Arolygiaeth Ei Fawrhydi dros Addysg a Hyfforddiant yng Nghymru
His Majesty's Inspectorate for Education and Training in Wales

Pay Policy Statement 2022

This document is also available in Welsh.

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Introduction from His Majesty's Chief Inspector of Education and Training in Wales

We recognise the importance of transparent pay arrangements that are equal to all and appropriate to business needs, provide value for money, and reward employees fairly for the work they perform.

This statement sets out our approach to pay, decision-making on senior manager pay and the relationship between employee's pay and the remuneration of senior management. The information in this statement complements other information, such as our Annual Plan and Annual Report and Accounts, published on our website.



If you can't find the information you are looking for, then please contact us: enquiries@estyn.gov.wales

This statement aligns with the principles and reporting standards outlined in:

- the Welsh Government's [Transparency of senior remuneration in the devolved Welsh public sector](#) framework
- the Public Services Staff Commission's [Transparency of Senior Pay in the Devolved Welsh Public Sector](#)

A handwritten signature in black ink, appearing to read 'Owen Evans', written over a dotted line.

Owen Evans

His Majesty's Chief Inspector of Education and Training in Wales

Introduction

- 1 This statement covers the period 1 April 2021 to 31 March 2022. It provides the framework for decision-making on pay and in particular decision making on senior manager pay in Estyn. Our Strategic Management Board approved this statement on 24 November 2022.

The pay and workforce data tables in the Annex supplement this statement:

- Table 1: Estyn Pay Bands – Delegated grades and Senior Civil Service
- Table 2: Total salary costs 2021-2022
- Table 3: Average full time equivalent (FTE) by pay band
- Table 4: Directly employed salary range
- Table 5: Directly employed FTE
- Table 6: Gender composition
- Table 7: Target area
- Table 8: Pay relativities

Pay principles

- 2 Our pay arrangements follow these key pay principles:
 - **Consistency** – focus on ensuring equal pay for our employees and taking action to address pay gaps. Effective and consistent job evaluation is a key element of this. Pay will be appropriate for the level of responsibility and role. Simple salary progression with incremental pay scales enables employees to quickly reach the rate of pay for their role. We carry out regular equal pay audits to identify any pay gaps for protected characteristics and publish an Equal Pay Audit Report in line with good practice guidance. Our latest report can be viewed here: [Equal Pay Audit Report](#).
 - **Openness** – ensuring our arrangements are open, transparent and simple. Accountability for pay arrangements is clear and forms part of our governance structure. We observe the legal and financial requirements set by either the UK Government or Welsh Government. It's reasonable that remuneration arrangements for more senior posts should be more transparent and open to scrutiny than those of lower paid positions. We publish further detail in our [Annual Report and Accounts](#).
 - **Accessibility** – ensuring that organisational decisions relating to remuneration in the Welsh public sector are easily accessible is important for effective scrutiny of public spending. This Statement is published on our website alongside our [Annual Report and Accounts](#).
 - **Affordability and value for money** – our pay system will be affordable, represent good value for money in the use of public funds and support a motivated and valued workforce. We analogue with the Welsh Government on addressing low pay. The real Living Wage, as defined by the Living Wage Foundation, will underpin salary rates.

Legislative framework

- 3 We are a non-ministerial civil service department. We are independent of but funded by the Welsh Government under section 104 of the Government of Wales Act 1998.
- 4 Our duties and powers are drawn from those of His Majesty's Chief Inspector for Education and Training in Wales (HMCI) whose position is set out in the [Government of Wales Act 2006](#).
- 5 HMCI has the power to appoint employees and determine their pay and terms of employment under Schedule 2 of the Education Act 2005, with the approval of the Welsh Government. We comply with all relevant employment legislation in determining the pay and remuneration of our employees.

Decision-making

- 6 HMCI is responsible for recommending to the Welsh Government appropriate pay arrangements for delegated grades. Delegated grades are employees at Administrative Officer, Executive Officer, Higher Executive Officer, Senior Executive Officer, Grade 7 and Grade 6 levels and include His Majesty's Inspectors of Education and Training (HMI) who are appointed by Orders in Council.
- 7 Underpinning these arrangements, the Assistant Director: Inspection and Central Services is responsible for ensuring that Trade Unions are fully engaged in pay negotiations, in the spirit of social partnership, through collective bargaining. These negotiations are based on analogue to pay awards and conditions of service agreed by the Welsh Government for its employees as far as the budget will allow and that these represent value for money.
- 8 We have strong partnership working arrangements with Trade Union colleagues and work closely with them on pay related matters. Arrangements for the consultation and negotiation of pay are set out under the terms of reference for the Estyn / Trade Unions Strategic Forum.
- 9 Pay awards for delegated grades are normally negotiated on an annual basis. Alternative arrangements may be agreed, for example where existing agreements cover an extended period. During pay negotiations, a pay remit is agreed and then submitted to the Welsh Government for ministerial approval.
- 10 Senior management pay proposals are presented to our Remuneration Committee along similar timescales.
- 11 All our employees are civil servants. We set terms and conditions of service, including pay for all posts, except members of the Senior Civil Service (SCS), in line with the provisions set out in the [Civil Service Management Code](#). All employees are eligible to be members of the Civil Service pension arrangements. In determining terms and conditions for our employees, we take account of employment policies applied by the Civil Service and the Welsh Government. Our employment policies are available under [Corporate Policies](#) on our website.

- 12 Terms and conditions for SCS employees are determined by the Cabinet Office (see [SCS Performance Management and Reward](#) for more information).

Pay arrangements

- 13 Our organisational structure is available on our [website](#). The SCS salary range (which is determined by the UK Government) and our pay band structure are set out in **Annex 1 – Table 1**. Our pay structure analogues with the structure adopted by the Welsh Government for its employees. The pay structure consists of set bands or grades, with each role allocated to a specified band or grade.

- 14 All posts are evaluated by the Welsh Government using the following:

- All posts below the Senior Civil Service - [JEGS job evaluation method](#)
- Senior Civil Service posts – [JESP job evaluation methodology](#)

These methods are used across the UK Civil Service. Once a post has been evaluated the score determines the pay band for the post.

- 15 New appointments in delegated grades are normally recruited at the minimum of the relevant pay band. Under some circumstances, we may appoint a new employee to a higher rate within the scale. This is subject to approval by our Resource Panel whose membership includes HMCI. These circumstances might include, for example:

- previous failure to have recruited at a particular salary, grade, specialism, and/or location
- requirement to recruit where there is a known market premium and clear market evidence to support this
- to secure the best candidate, taking in to account that candidate's current circumstances
- overall value for money when considering the costs of a further recruitment exercise

- 16 Salaries are subject to an incremental increase each year on either 1 January or 1 July, depending on the employee's start date, until they reach the maximum of the pay band (normally within 2-3 years). Individuals assessed as underperforming are not eligible for incremental progression. On promotion, starting pay is usually to the minimum of the pay band for the new grade.

- 17 Our total salary costs for 2021-2022 are detailed in the **Annex – Table 2**. Employee numbers by pay band are set out in the **Annex – Table 3 to 7**.

- 18 Our pay structure is subject to periodic review under strategies set by the Strategy Board. When determining pay strategies, in addition to the [Pay principles](#) detailed above, the Strategy Board considers:

- the need to recruit, retain and motivate suitably able, qualified and high-calibre people
- overall affordability
- pay practices in the wider public sector and comparator organisations

- relevant legal obligations including equality and anti-discrimination requirements

19 No changes to pay grades have been considered in the period 1 April 2021 – 31 March 2022.

Wider benefits package

20 In addition to an employee's salary, we offer a range of both financial and non-financial workplace benefits. These include membership of the Civil Service Pension Scheme, access to advance of salary and salary sacrifice arrangements, learning and development opportunities and employee wellbeing schemes, as well as a modern flexible working environment. See [Working for Estyn](#) on our website for more information.

Additional payments and allowances

21 Depending on business requirements, employees may be eligible for the following additional payments where relevant to their role:

- temporary duties allowance
- recruitment and retention allowance
- homeworking allowance
- travel and subsistence

Senior pay

Role of His Majesty's Chief Inspector of Education and Training in Wales (HMCI)

22 Owen Evans took up post as HMCI in January 2022. HMCI is our senior officer who leads and is responsible for the inspection and regulation of education and training in Wales. As our Accounting Officer, HMCI has responsibility to ensure that we use all allocated resources properly and provide value for money. We have an annual budget of around £11.5million and as of 31 March 2022 we employed 114 people.

23 The role of HMCI is a full time, five-year fixed-term appointment. Recruitment of HMCI is undertaken by the Welsh Government's SCS recruitment team. The post holder is appointed on merit, against objective criteria, following public advert. The recruitment panel includes a Civil Service Commissioner. HMCI is appointed by the Crown in Privy Council by Order in Council. In making the appointment, the First Minister of Wales makes a recommendation and provides advice to the Privy Council taking into account the views of the Welsh Ministers. The notice period for the role is three months.

24 As head of Estyn, HMCI works closely with the Strategy Board to deliver Estyn's strategic objectives to:

- Provide public accountability to service users on the quality and standards of education and training in Wales
- Inform the development of national policy by the Welsh Government
- Build capacity for improvement of the education and training system in Wales

- 25 You can learn more about HMCI's role and responsibilities in our [Corporate Governance Framework](#). A pen picture of Owen Evans is available in the [Who's who section of our website](#).

HMCI pay

- 26 Salary for HMCI is decided and can only be amended by the Welsh Government. Our Remuneration Committee makes recommendations on HMCI pay to our Additional Accounting Officer in the Welsh Government. HMCI's current salary range is £135,000 – £140,000 (within the Director SCS Pay Band 2: £93,000 – £162,500).
- 27 We publish details of HMCI's pay in the remuneration report included in our [Annual Report and Accounts](#).
- 28 Expenses such as for public transport, car mileage, overnight accommodation and parking are claimed back under our [Travel and Subsistence Policy](#). Where benefits-in-kind or other expenses or allowances are taken up these are disclosed in our remuneration report.
- 29 HMCI is a member of the Civil Service Pension Scheme and their pension details are disclosed in the remuneration report. There have been no increases or enhancements to the pension outside of standard arrangements.

Senior employees

- 30 Senior management roles are covered by SCS employees at Deputy Director Pay Band 1 level. Senior management SCS employees' current salary range is £85,000 – £90,000 (within the Deputy Director Pay Band 1: £71,000 - £117,800).
- 31 SCS pay is not delegated. This means that we implement SCS pay awards in accordance with the guidance produced by the UK Government, following recommendations from the Senior Salaries Review Body (SSRB). Further information on the SSRB can be found on the Gov.UK website: <https://www.gov.uk/government/organisations/review-body-on-senior-salaries>
- 32 Our Strategy Board includes senior employees within the organisation and the Assistant Director: Inspection and Central Services at Grade 6 level. The Strategy Board is chaired by HMCI and meets bi-annually. Its primary purpose is:
- to establish and monitor our strategic agenda
 - to promote effective corporate governance
 - advise on our development
- 33 The Strategy Board has two sub-committees:
- the Audit and Risk Assurance Committee
 - the Remuneration Committee
- 34 The Strategy Board's terms of reference and membership can be found in our [Corporate Governance Framework](#).
- 35 Our Remuneration Committee is chaired by a Non-Executive Director. The Committee is responsible for providing advice to the Welsh Government on HMCI

pay and determining senior employee pay based on the advice and recommendations of HMCI. The Committee ensures that remuneration is handled in a fair and appropriate way and in line with Cabinet Office and Welsh Government guidance. The Committee has some flexibility to operate within the guidance set out by Cabinet Office. For example, we have not made any performance related variable (or bonus) payments to HMCI since 2013 nor to other SCS employees since 2010. The Welsh Government approves all senior pay decisions. Further information on the Committee, its terms of reference and its membership can be found in our [Corporate Governance Framework](#).

- 36 There were a number of changes to senior management in 2021-2022 following the retirement of the former HMCI in August 2021. One of the Strategic Directors was appointed by the Welsh Government as interim HMCI from 1 August until 31 December 2021. One of the Assistant Directors was temporarily promoted to the SCS as temporary Strategic Director following an internal recruitment exercise from 1 September to 31 December 2021 to backfill the role.
- 37 We publish details of senior manager's pay in our remuneration report contained in our [Annual Report and Accounts](#).

Talent management and succession planning

- 38 Our talent management approach ensures that we provide equality of opportunity for everyone to demonstrate their potential and progress their career either with us or outside of Estyn. Our performance management process recognises good performance and supports employee development. We support the development of high potential individuals by offering more challenging and stretching roles.
- 39 We ensure that effective succession planning is in place to maintain corporate knowledge and leadership through:
- distributed leadership
 - opportunities to lead or be involved in key projects
 - shadowing opportunities
 - temporary promotion opportunities in all grades up to Deputy Director level
 - our commitment to learning and development to ensure we equip our employees with the knowledge and skills required for their current role and any future role(s) internally or in the wider public sector
- 40 Our learning and development arrangements enable all our employees to be the best they can be through the provision of varied and relevant training and development. This includes a leadership and management development programmes. We advertise opportunities for promotion or secondment/loans internally to support movement around the public sector and promote equal opportunity for all.

Performance related pay

- 41 We do not offer performance related payments for delegated grades.

- 42 For senior employees, the Remuneration Committee has some flexibility to propose performance related (or bonus) payments to SCS employees. The committee has not proposed or made any of these payments since 2013.

Equal pay and gender pay gap reporting

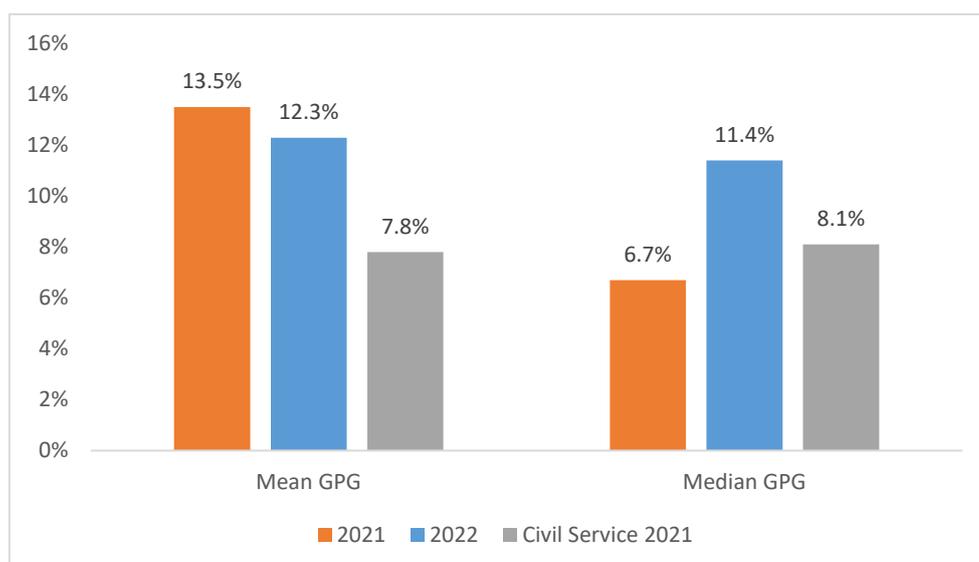
- 43 We undertake regular equal pay audits designed to highlight areas of equal pay risk within the pay system. Our gender pay gap is published in our [Equal Pay Audit Report](#) which gives a range of information about the sex of our employees by grade and working pattern. We report on the equal pay gap every three years, our next report is due in 2025.
- 44 The equal pay gap (gender) as at 31 March 2022 has increased by 0.7% for Grade 6 and decreased by 2.4% for all other grades (Grade 7 – AO) compared to 31 March 2019 (see Equal pay gap (gender) table). The increase for Grade 6 is mainly due to length of service in post where employees are on different incremental points within grades. The decrease for all other grades is due to a higher number of females in Grade 7, SEO and HEO roles than males.

Equal pay gap (gender)

Grade	2019	2022	Difference
Grade 6	-0.5	-1.2	-0.7
All other grades (Grade 7 – AO)	-2.1	+0.3	+2.4

- 45 We continue to take action to address our equal pay gap, for example by targeting pay increases at lower grades, the majority of whom are women and supporting women at all levels of the organisation to develop and further their careers.
- 46 We ensure that there is no pay discrimination within our pay structures. Where we identify a pay differential, we ensure it is justifiable. We use equality proofed job evaluation methods to ensure salaries relate to the requirements, demands and responsibilities of the role.
- 47 The gender pay gap measures the difference between the average (mean or median) pay of men and women across a workforce. It is not the same as measuring equal pay. The median gender pay gap compares the pay of women and men in the middle of their pay distributions. The mean gender pay gap also takes into account differences in pay at the top of the organisation when calculating the difference in pay.
- 48 We calculate our Gender Pay Gap (GPG) with a snapshot date of 31 March each year as part of the Annual Civil Service Employment Survey (ACSES). The figures in the **Gender pay gap (GPG)** chart below are calculated in line with the statutory reporting methodology.

Gender pay gap (GPG)



- 49 The overall median gender pay gap has increased considerably since 2021. This is due to an increase in senior pay with the appointment of a new HMCI and more people reaching the top of the Grade 6 pay scale.
- 50 The overall mean gender pay gap has narrowed since 2021. This is 4.5 percentage points higher than the mean GPG in the whole of the Civil Service. We have a higher proportion of employees in senior grades (Grade 7 and higher) than most Civil Service departments.
- 51 The primary cause of our gender pay gap is an imbalance in representation. Women are over-represented in junior grades. This also applies in the wider Civil Service. At senior grades (Grade 7 and higher) representation is more proportionate. Our proportion of female Senior Civil Servants (SCS) is 66.7% (compared to 47.2% in the wider Civil Service).
- 52 We take action to rebalance representation with diverse interview panels, development and mentoring and promoting family friendly policies and flexible working among men as well as women. We continue to test the effectiveness of these approaches regularly.

Support for lower paid employees

- 53 One of our key principles is a focus on addressing low pay and supporting the Living Wage. Pay agreements consider any particular focus needed for lower paid employees and any issues flagged through equal pay audits.
- 54 Everyone directly employed is paid at rates above the UK Living Wage as defined by the Living Wage Foundation.
- 55 Agency workers are paid an hourly rate that is the equivalent to the pay bands of our employees. This ensures all workers are paid at least £10.90 per hour.

Highest and lowest pay point

- 56 The lowest pay within Estyn is the starting rate of the Administrative Officer salary range (£21,300 a year). The highest paid employee is HMCI (Director SCS Pay Band 2).
- 57 The median salary is between Scale Point 3 and Scale Point 4 of the Grade 6 Pay Band - £72,935 a year. Our pay relativity comparisons are set out in the **Annex 1 – Table 8**.

Exit policy

- 58 To support organisational change, we may from time to time elect to run voluntary severance exercises. In these circumstances employees will be offered compensation based on the [Civil Service Compensation Scheme](#) framework. We publish the costs associated with any severance agreements in our [Annual Report and Accounts](#). All severance activity is supported by a business case which considers value for money, including a cost benefit analysis. Our [Redundancy Policy](#) provides further detail.
- 59 There were no voluntary or compulsory exits in 2021-2022 and no senior employees have been re-employed following redundancy or early retirement from the Civil Service.

Off-payroll arrangements

- 60 We may use off-payroll arrangements to engage
- educational professionals on secondment as inspectors
 - agency workers to fill temporary administrative vacancies
- 61 These arrangements provide flexibility and cover resource gaps that we haven't been able to fill through permanent recruitment. Secondment arrangements supplement our internal inspection capacity and also provide an opportunity to build capacity for improvement in education providers once the secondee returns to their substantive post.
- 62 Our Operational Management Group identifies and regularly reviews the number of secondments and skills required. Secondees are usually appointed for a maximum period of two years (extended in exceptional circumstances with prior approval from the Civil Service Commission). Secondees remain on their employer's payroll and we reimburse their employer for their salary, employer pension and national insurance contributions.
- 63 Our Resource Panel identifies and regularly reviews the need for agency workers to fill temporary vacancies, for example to cover absence or to provide additional resource for a project. We appoint agency workers to temporary vacancies through a recruitment agency. The recruitment agency is responsible for the correct payment of tax and national insurance contributions.

- 64 All off-payroll arrangements are paid at rates above the UK Living Wage. Assurance has been sought for all existing off-payroll engagements that the employer is paying tax and national insurance. In line with reforms to the off-payroll working rules (IR35) we use the guidance on gov.uk to examine contractor roles to assess whether they are within the scope of off-payroll rules. We work with agencies and payroll providers to ensure that arrangements are in place to calculate and collect tax and National Insurance payments.

Annex 1: Pay and workforce data

Pay bands

Table 1: Estyn pay bands – Delegated grades and Senior Civil Service 1 April 2021 – 31 March 2022

Pay Bands – Senior Civil Service ¹	Pay Point	Salary
Director (SCS Pay Band 2)	Maximum	£162,500
	Minimum	£93,000
Deputy Director (SCS Pay Band 1)	Maximum	£117,800
	Minimum	£71,000 ²
Pay Bands – Delegated Grades	Pay Point	Salary
Grade 6	4	£75,480
	3	£70,390
	2	£66,900
	1	£64,520
Grade 7	4	£61,440
	3	£57,190
	2	£54,280
	1	£51,380
Senior Executive Officer (SEO)	4	£47,470
	3	£44,200
	2	£41,980
	1	£40,100
Higher Executive Officer (HEO)	4	£38,160
	3	£35,180
	2	£33,190
	1	£31,210
Executive Officer (EO)	3	£29,430
	2	£26,820
	1	£25,860
Administrative Officer (AO)	3	£24,630
	2	£22,960
	1	£21,300

Total employee composition

During the year our employee profile included people:

- directly employed on permanent contracts
- on loan or secondment
- engaged through an agency

¹ Senior Civil Service pay is defined by the UK Government Cabinet Office

² Our minimum Deputy Director rate is £89,101 (£89,101 in 2020-2021). This helps to address potential overlap issues with the maximum Grade 6 rate.

Table 2: Total salary costs 2021-2022³

	Total 2021-2022 £000's	Permanently employed staff £000's	Others £000's	2020-2021 £000's
Wages and salaries	6,317	6,317		6,313
Social security costs	721	721		715
Other pension costs	1,733	1,733		1,729
Total net costs	8,591	8,591		8,757
Plus:				
Secondees in ⁴	274		274	91
Secondees out				(20)
Agency staff ⁵	189		189	24
NED costs	21		21	15
Early departure costs – in year				-
Registered inspector costs ⁶	52		52	32
Apprenticeship Levy	16		16	14
Total	9,143	8,591	552	8,913

Table 3: Average full time equivalent (FTE) by pay band 2021-2022

Pay band	Permanent	Agency	Inward Secondment	Total FTE 2021-2022	Total FTE 2020-2021	Variance
SCS Pay Band 2	0.67			0.67	1.00	-0.33
SCS Pay Band 1	2.00			2.00	2.00	-
Grade 6	62.04		3.13	65.18	62.82	+2.36
Grade 7	2.09			2.09	1.83	+0.26
SEO	3.00			3.00	2.50	+0.50
HEO	5.30	0.33		5.63	6.38	-0.75
EO	17.93	1.86		19.79	18.92	+0.87
AO	11.87	2.65		14.52	12.04	+2.48
Total	104.91	4.84	3.13	112.88	107.48	+5.39

³ Agency and inward secondment totals include elements of social security costs, other pension costs and VAT.

⁴ Inward Secondments are paid at their local employer rates, usually within the Grade 6 pay range of £64.5k - £75.5k per annum plus social security costs, other pension costs and VAT.

⁵ Agency workers are remunerated on the basis of the equivalent AO, EO and HEO grade.

⁶ External registered inspector payments through payroll

The following tables relate to our directly employed workforce on 31 March 2022. The figures do not include temporary workers or inward secondments.

Table 4: Directly employed salary range

Pay band		Salary Range £000's	2022 Total	2021 Total
Senior posts	SCS Pay Band 2	135 – 140	1	0
	SCS Pay Band 2	110 – 115	0	1
	SCS Pay Band 1	85 – 90	2	2
	Grade 6	80 - 85	1	1
Other employees	Grade 6	80 - 85	6	6
	Grade 6	75 – 80	51	0
	Grade 6	70 – 75	2	56
	Grade 6	65 – 70	3	1
	Grade 6	60 – 65	3	1
	Grade 7 to AO	60 – 65	3	3
	Grade 7 to AO	<60	42	42
			114	113

Table 5: Directly employed FTE

Pay band	Central Services	Inspection	Board member	Total
SCS Pay Band 2	-	-	1.00	1.00
SCS Pay Band 1	-	-	2.00	2.00
Grade 6	-	61.46	1.00	62.46
Grade 7	3.78	-	-	3.78
SEO	3.00	-	-	3.00
HEO	4.00	-	-	4.00
EO	18.23	-	-	18.23
AO	11.87	-	-	11.87
Total	40.88	61.46	4.00	106.34

Table 6: Gender composition

Pay band	Male				Female			
	FTE	%	Head count	%	FTE	%	Head count	%
SCS Pay Band 2	1.00	1	1	1	0	0	0	0
SCS Pay Band 1	0	0	0	0	2.00	2	2	2
Grade 6	32.35	30	33	29	30.21	28	33	29
Grade 7	1.60	2	2	2	2.18	2	3	3
SEO	-	-	-	-	3.00	3	3	3
HEO	2.00	2	2	2	2.00	2	2	2
EO	7.81	7	8	7	10.43	10	12	11
AO	3.00	3	3	3	8.87	8	10	9
2022 Total	47.66	45	49	43	58.69	55	65	57
2021 Total	45.88	44	48	42	58.26	56	65	58
Variance	+1.78	+0.01	+1	+0.01	+0.42	-0.01	-	-0.01

Table 7: Target areas

In order to ensure anonymity in the reporting of this data, senior grade bands in this table include all employees in bands >£51,000 i.e. Grade 7 and above. We are unable to publish the data relating to ethnic minorities and full details on reported disability as doing so could result in the identification of individuals. All ethnic minority employees are in senior grades.

Target area	Employee Group	2022		2021		Variance	
		Number	%	Number	%	Number	%
Welsh language skills⁷	All employees	38	33	42	37	-4	-4
	Senior grades	27	36	30	42	-3	-6
Reported disability	All employees	11	10	11	10	-	-
	Senior grades	8	11	7	10	+1	+1
Women	All employees	65	57	65	58	-	-1
	Senior grades	38	51	35	49	+3	+2

Figures below 5 are suppressed and denoted by *

Pay relativities

Table 8: Pay relativities

The lowest pay is the starting rate of the Administrative Officer salary range. The highest paid employee is HMCI.

Multiple of salary		Ratio
Ratio low to high	The multiple between the annual salary of the lowest (£21,300) and highest paid (£135,000 – £140,000) employee using the mid-point of salary band	1 to 6.47
Median ratio to high	The multiple between the median salary (£72,935) of Estyn and the highest paid (£135,000 – £140,000) using the mid-point of salary band	1 to 1.89

⁷ Based on self-assessment of using Welsh language skills in the workplace irrespective of level