

To whom it may concern

11th July 2018

1. Averile Ryder Global Reward Specialists was commissioned by the NSRI to carry out a complete 2017 Compensation Review, Reporting Structure and Pay Ratio Project for the NSRI.

The scope of the project and ARGRS deliverables consisted of the following:

- Presentation to all NSRI staff and other relevant stakeholders in CT the above project scope and methodology that would be used;
 - Using the NSRI redrafted job descriptions and current reporting structure ARGRS obtained clarity on all the NSRI role profiles and graded all NSRI role categories in conjunction with the relevant line and / or director management using the Paterson System of Job Evaluation and provided a job evaluation report;
 - ARGRS and the NSRI then mutually agreed to any job evaluation changes that were required in order to finalise the Paterson Single Grades for all NSRI roles;
 - ARGRS also reviewed and analysed the NSRI current reporting structure as to whether it supports the current NSRI strategy and business objectives;
 - ARGRS also carried out a survey and indicated how the NSRI structure compared to the following global organizations':
 - *Royal Netherlands Sea Rescue Institution,*
 - *Royal National Lifeboat Institution (Ireland and United Kingdom),*
 - *Australian Maritime Safety Authority; and*
 - *German Maritime Search and Rescue Services*
 - ARGRS matched and benchmark all NSRI roles to the Averile Ryder Global Reward Specialists, July 2016, NPO Salary Survey, as at March 2017 and discuss their findings with the relevant NSRI managers, directors and other stakeholders;
 - Carried out regression analysis and compute the costs of rectifying any anomalies;
 - Discussed the results of the above and mutually agreed to a NSRI compensation strategy;
 - Developed Basic Salary and "TCC" pay scales in accordance "with a line of best fit";
 - Computed the cost of rectifying any anomalies against the proposed new NSRI "basic salary" and "TCC" pay scales;
 - Computed the current and proposed NSRI pay ratio against the NPO market
 - Drafted a complete report on the scope of the above project, the methodology that was used and ARGRS findings;
 - Finalised all the above project documents and appendices and emailed to the NSRI
2. During 2018 ARGRS was commissioned to grade NSRI new and amended the roles. This project consisted of the following ARGRS deliverables:
 - Reviewed and amended recently drafted NSRI role profiles for these seven (7) roles;

Funds raised through our Platinum Partnership programme go towards our head office costs

- Obtained agreement for the amended role profiles from the relevant line management; and
- Graded the seven (7) new and amended NSRI roles and provided the NSRI with a grading report

We are greatly impressed by the thoroughness and quality of the work carried out by ARGRS and the professionalism with which they engaged with NSRI as a client. The presentation to our staff was done with sensitivity and well received by all. In short the work done was of the highest standard and exceeded all of our expectations.

Yours faithfully

A handwritten signature in black ink, appearing to read 'Mark Koning', with a stylized, sweeping flourish at the end.

Mark Koning

Executive Director : Finance