

Results of Survey : Report of Main findings

1. Introduction

Over 700 business managers were identified in 502 organisations across the materials community (producers and users). The questionnaire was divided into seven sections targeted at different management functions within each organisation to be surveyed:

- Definition of Assets
- Definition of Infrastructure
- Manufacturing and Use of Materials
- Access to Finance and Investment
- Market Access
- Quality of UK Support
- People & Skills

The survey methodology, which was approved by DTI's Survey Control Unit aimed to minimize the burden to business by asking a smaller number of appropriate questions to each person surveyed. With a response rate greater than 25%, the MatIGT Industry Survey is statistically sound.

[Note. The response to Q.4 of the survey reflects the make up of the respondents i.e. where they sit in the materials supply chain:

**Primary manufacturer 29 (19.9%)
(15.1%)**

Secondary manufacturer 22

Distributor/Stockist 19 (13.1%)

OEM 17 (11.7%)

After-sales advice/service 15 (10.3%)

Basic Research 14 (9.6%)

Raw Materials 10 (6.9%)

Market research 8 (5.5%)

Processor 6 (4.1%)

End user 3 (2.1%)

Recycling 2 (1.4%)]

2. Summary of responses

Table that assigned categories to Task Group activities

| | Task Group and categories of questions | Business Managers surveyed | Response rate |
|---|---|-------------------------------------|----------------------|
| A | Assets and Infrastructure + Q1-Q8 | 360 MDs and CEOs | 20.6% (74) |
| | + Q12-Q15 | 282 Finance Directors / Accountants | 27.3% (77) |
| | + Q16- Q24 | 131 Marketing /Sales Directors | 32.1% (42) |
| B | Best Practice + Q9-Q11 | 372 Technology/Operations Directors | 26.9% (100) |
| | + Q24-Q29 | 581 - ditto- | 12.7% (74) |
| C | Impact and Policy + Q24 - Q29 | 581 Technology/Operations Directors | 12.7% (74) |
| D | People and Skills + Q30- Q49 | 361 HR (Personnel) Directors | 22.7% (82) |

3 Key messages to emerge in seven areas of the questionnaire were:

Definition of Assets (Q.1 – Q.5) – Manufacturing and Research, Development and Design (RD&D) were identified as key assets within the UK Materials supply chain, with the Primary manufacturers (85.2%) the most dependent on their own UK assets.

Definition of Infrastructure (Q.6 – Q.8) – within the UK supply chain, Trade Organisations (17.9%), Telecommunications (15.0%), Professional Institutions (14.6%) and Internet (13.5%) were identified as the top four infrastructure areas. Both Primary (85.8%) and Secondary (85.7%) manufacturers depended strongly upon their UK infrastructure.

Manufacturing and Use of Materials (Q.9 – Q.11) – respondents (69.4%) regarded their organisations as strongly innovative in their use of materials and a larger proportion (74.8%) exploited its use of materials as a source of competitive advantage. People & Skills and Access to external R&D were regarded as the top two factors for organisations to help them innovate and make effective use of materials.

Access to Finance and Investment (Q.12 – Q.15) – the majority of respondents (69.8 %) were confident that they could raise private capital relatively easily. 39.5% had not received tax relief for their research and (56.5%) regarded the “R&D Tax Credit” as a weak means of stimulating future

research. With regard to government funded grant schemes, over 50% had (in the last 10 years) successfully accessed support via the Regional Agency.

Market Access (Q. 16 – Q. 23) - 67.8% of respondents are British owned with important organisational decisions made in the UK by the MD/CEO (61%). Most (77.4%) participate strongly in international trade and placed great value on regulations and standards (96.7%). The top external factor identified as a market access barrier is Economic / competitors (43.7%), whilst the top internal barrier identified is Marketing – perception and pricing (17.1%). Over half (58.7%) of the respondents report that their organisations re-invest profits into research and some 73% of them strongly rate their organisation's ability to introduce new products to the market.

Quality of UK Support (Q.24 – Q.29) - Over a quarter strongly rated UK support for Knowledge Transfer Networks, Best Practice / Benchmarking and Trade Associations (TAs). A slightly higher proportion strongly rated the quality of services provided to them by TAs, professional institutions (31.9%) and Research & Technology organisations (29.7%).

Over 70% had not considered the best practice performance of their organisation using established methodologies. The ones that had (29.3%), identified the top 5 methodologies as: Lean manufacturing – for time, motion, manufacturing; Six Sigma / Six Sigma Plus; Quality Management EFQM; Business Excellence BEM and Not afraid to seek advice.

65.9% regarded their organisation's engagement in the regulatory process as strong.

Over 60% regarded the image of materials in the UK as weak and a greater proportion (71.4%) regarded the materials community as ineffective in promoting its image in the UK.

People & Skills (Q. 30 – Q.51)

Recruitment

The majority of respondents (70.2%) regularly liaise with universities and colleges to support their recruitment needs. 85.4% reported that their companies interacted with local schools and colleges to encourage future recruitment. 90.4% regularly recruit staff as technicians, plant & process operators, product developers and technical managers or specialists. However, over half (54.7%) find it relatively hard to recruit staff to fill these positions and the main reason identified is lack of qualified staff and a shortage of skilled workers in the locality. For the majority of appointments, over 67% secure candidates with good levels of numeracy, an understanding of materials and adequate soft and people skills. Also, from a practical standpoint, (68.7%) report that their new recruits demonstrate good understanding of skills such as: process control; laboratory skills and techniques; instruments and measurement; and IT skills.

Training

The majority of respondents (90.3%) encourage new technical based employees to develop their own skills and understanding through part-time training courses,

workshops, etc. and a slightly smaller majority (84.5%) support new employees with in-house materials or process training. Many (85.2%) recruit/consider overseas candidates to fill UK based positions. 75% have a managed plan for new employees, particularly young employees, to work in different areas to gain a more rounded understanding of business. 62.6% reported that there are adequate training courses to top-up skills missing from new employees and that technical colleges (e.g. for NVQ qualifications) were the most helpful in this respect.

Salaries

A typical starting annual salary range for a new graduate identified by the majority of respondents (52.6%) is £20k - £24k. 60.4% expected this to exceed £30k after 3-5 years. Whilst for most respondents, the starting scale does not discriminate between graduate, post graduate or PHD, there are more Post graduates and PHDs in the £25k - £30k pay range. The typical starting annual salary range for others range from £15k - £19k for Technicians and Process/Product operators to £20k - £24k for a Product Developer and Technical Manager and in some cases over £30k for a Technical Manager.

4. Full details of responses are provided in the annex

ANNEX

MatIGT/AG/00068

Responses given to the industrial survey questionnaire

A. DEFINITION OF ASSETS – (Target group: **MANAGING DIRECTORS / CEOs**)

1. What do you count as 'Assets' within the UK Materials supply chain ? [Please tick:]

| | |
|---------------------------------|--|
| Manufacturing 51 (27.1%) | Research, development and Design 43 (22.9%) |
| Capital 25 (13.3%) | Testing facilities 23 (12.2%) |
| HQ inside the UK 19 (10.1%) | Logistics 21 (11.2%) |
| HQ outside UK 6 (3.2%) | |
| Other: one could not decide | |

| | | | |
|---|--------------------|--------------------|-----------------|
| <u>Of which the top four for each supply chain position were:</u> | | | |
| Primary manufacturer | | | |
| Manufacturing 35.3% | Capital 13.2% | RDD 25.0% | Logistics 13.2% |
| Secondary manufacturer | | | |
| Manufacturing 30.8% | Capital 17.3% | RDD 13.5% | Logistics 11.5% |
| Distributor/Stockist | | | |
| Manufacturing 24.4% | RDD 17.1% | Logistics 14.6% | Capital 14.6% |
| Raw Materials | | | |
| RDD 29.6% | Logistics 29.6% | HQ inside UK 14.8% | Testing 11.1% |
| others | | | |
| RDD 36.4% | HQ inside UK 36.4% | HQ inside UK 18.2% | Testing 9.1% |

2. How strongly does your organisation depend on Assets in the UK ?

| | | | | | |
|-----------------|-------------------|------------|---------------|-------------------|----------|
| Strongly | 39 (48.2%) | 24 (29.6%) | Weakly | 13 (16.0%) | 5 |
| (6.2%) | | | | | |

| | | | | |
|--------------|------------------|------------------------|--------|-------|
| Strongly | <u>Of which:</u> | | Weakly | |
| 48.2% | 37.0% | Primary manufacturer | 14.8% | Nil |
| 36.4% | 31.8% | Secondary manufacturer | 18.2% | 13.6% |
| 40.0% | 10.0% | Distributor/Stockist | 30.0% | 20.0% |
| 30.0% | 50.0% | Raw Materials | 20.0% | Nil |
| 91.7% | 8.3% | others | Nil | Nil |

3. How strongly does your organisation depend on Assets outside the UK ?

| | | | | | |
|-----------------|-------------------|------------|---------------|-------------------|-------------------|
| Strongly | 18 (22.8%) | 10 (12.7%) | Weakly | 22 (27.8%) | 29 (36.7%) |
|-----------------|-------------------|------------|---------------|-------------------|-------------------|

| | | | | |
|--------------|------------------|-----------------------------|--------------|--------------|
| Strongly | <u>Of which:</u> | | Weakly | |
| 26.9% | 19.3% | Primary manufacturer | 26.9% | 26.9% |
| 23.9% | 9.5% | Secondary manufacturer | 19.0% | 47.6% |
| 37.5% | Nil | Distributor/Stockist | 12.5% | 50.0% |
| 10.0% | 10.0% | Raw Materials | 40.0% | 40.0% |
| | | others | | |

4. Where does your organisation sit within this Materials supply chain structure ?
[having identified the main activities:]

| | |
|--|--|
| Primary manufacturer 29 (19.9%) | Secondary manufacturer 22 (15.1%) |
| Distributor/Stockist 19 (13.1%) | OEM 17 (11.7%) |
| After-sales advice/service 15 (10.3%) | Basic Research 14 (9.6%) |
| Raw Materials 10 (6.9%) | Market research 8 (5.5%) |
| Processor 6 (4.1%) | End user 3 (2.1%) |
| | Recycling 2 (1.4%) |

5. How strongly does your organisation interact with overseas supply chains ?

Strongly **Weakly**

25 (31.6%) **26 (32.9%)** 16(20.3%) 12 (15.2%)

| | | | | | |
|----|-----------------|-------|------------------------|-------|---------------|
| | Strongly | | Of which: | | Weakly |
| | 37.9% | 34.5% | Primary manufacturer | 20.7% | 6.9% |
| | 21.7% | 34.8% | Secondary manufacturer | 21.7% | 21.7% |
| .. | 20.0% | 60.0% | Distributor/Stockist | 10.0% | 10.0% |
| | 36.4% | 18.2% | Raw Materials | 36.4% | 9.1% |
| | 50.0% | Nil | others | Nil | 50.0% |

B.DEFINITION OF INFRASTRUCTURE: MANAGING DIRECTORS/CEOs

6. What do you count as 'Infrastructure' within the UK Materials supply chain ?

| | |
|--|---------------------------------------|
| Trade Organizations 48 (17.9%) | Telecommunications 40 (15.0%) |
| Professional Institutions 39 (14.6%) | Internet 36 (13.5%) |
| Transport 33 (12.4%) | Educational Establishments 28 (10.5%) |
| Regional Business support services 21 (7.9%) | |
| National Business support services 19 (7.1%) | |
| Other(s): None of the above 3 (1.1%) | |

7. How strongly does your organisation depend on 'Infrastructure' inside the UK ?

Strongly **Weakly**

29 (36.3%) **30 (37.5%)** 11(13.7%) 10 (12.5%)

| | | | | | |
|--|-----------------|-------|------------------------|-------|---------------|
| | Strongly | | Of which: | | Weakly |
| | 42.9% | 42.9% | Primary manufacturer | 10.7% | 3.6% |
| | 57.1% | 28.6% | Secondary manufacturer | 14.3% | Nil |
| | 44.4% | 22.2% | Distributor/Stockist | 22.2% | 11.1% |
| | Nil | 55.6% | Raw Materials | 33.3% | 11.1% |
| | 27.8% | 38.9% | others | Nil | 33.3% |

8. How strongly does your organisation depend on 'Infrastructure' outside the UK ?

Strongly **Weakly**

18 (21.2%) **24 (28.2%)** 22(25.9%) 21 (24.7%)

| | | | | | |
|--|-----------------|-------|------------------------|-------|---------------|
| | Strongly | | Of which: | | Weakly |
| | 27.6% | 37.9% | Primary manufacturer | 20.7% | 13.8% |
| | 33.3% | 50.0% | Secondary manufacturer | Nil | 16.7% |
| | 25.0% | 15.0% | Distributor/Stockist | 20.0% | 40.0% |
| | 33.3% | 22.2% | Raw Materials | 33.3% | 11.1% |
| | Nil | 23.8% | others | 42.9% | 33.3% |

C. MANUFACTURING AND USE OF MATERIALS

(Target group: **TECHNOLOGY/ OPERATIONS DIRECTORS**)

9. To what extent does your organisation exploit its use of materials as a source of competitive advantage ?

Strongly **Weakly**

30 (38.1%) 29 (36.7%) 10(12.6%) 10 (12.6%)

10. For each of the following, to what extent do these factors for your organisation help it to innovate and make effective use of materials ?

| Weakly/Weak | Strongly/Strong |
|--|-------------------|
| People and Skills ? | 37 (21.1%) |
| Access to external R&D ? | 31(17.7%) |
| Access to Materials data ? | 23(13.0%) |
| Selection and manufacturing method ? | 22 (12.5%) |
| Product Stewardship ? | 19 (10.8%) |
| Climate of Innovation ? | 13 (7.3%) |
| Relationship with Materials suppliers/ customers ? | 12 (6.8%) |
| Access to Capital ? | 11(6.3%) |
| Mature Market Sector ? | 8 (4.5%) |
| Design experience ? | Nil response |
| Risk averse culture ? | Nil response |
| Time to Market ? | Nil response |
| Understanding of what constitutes Best Practice ? | Nil response |

11. To what extent is your organisation innovative in its use of materials ?

| | |
|------------------------------|-----------------------|
| Strongly | Weakly |
| 21 (28.0%) 31 (41.4%) | 19(25.3%) 4 (5.3%) |

D.ACCESS TO FINANCE AND INVESTMENT

(Target group: **FINANCE DIRECTORS**

/ACCOUNTANTS)

12. Does your organisation receive tax relief for its research [‘R&D Tax Credit’] ?
[supply chain analysis follows]

| | |
|------------|-------------------|
| YES | NO |
| 32 (39.5%) | 49 (60.5%) |

13. How strongly does your organisation view the ‘R&D Tax Credit’ as a means to stimulate future research ? [supply chain analysis follows]

| | |
|--------------------------|-----------------------------|
| Strongly | Weakly |
| 10 (13.2%) 23 (30.3%) | 14(18.4%) 29 (38.1%) |

14. Which Government-funded grant schemes has your organisation accessed successfully in the last 10 years? [supply chain analysis follows]

Regional Agency 20 (52.6%) European funding 7 (18.4%) Start-up/Seedcorn 8 (21.1%)

UK Technology funds 2 (5.3%) ‘Smart’ 1 (2.6%) ‘TCS’ Nil.



15. How easy is it for your organisation to raise private capital ?
 [supply chain analysis follows]

| | | |
|------------------------|-------------------|------------------------|
| Relatively easy | | Relatively hard |
| 23 (30.3%) | 30 (39.5%) | 9(11.8%) 14 (18.4%) |

E. MARKET ACCESS : (Target group: **MARKETING / SALES DIRECTORS**)

16. Is your organisation, (or if you are part of a wholly-owned Group subsidiary: at least 40% of your Group) British-owned ? [supply chain analysis follows]

| | |
|-------------------|------------|
| YES | NO |
| 61 (67.8%) | 29 (32.2%) |

17. To what extent are important organisational decisions made in the UK ?
 [supply chain analysis follows]

| | | |
|-------------------|------------|--------------------|
| Strongly | | Weakly |
| 37 (51.3%) | 21 (29.2%) | 4(5.6%) 10 (13.9%) |

18. Who makes the important organisational decisions that affect the UK ?

| | | | |
|------------------------------|-------------------|--|-------------------|
| Managing Director/CEO | 58 (61.0%) | Board of Directors/CEO/Chairman | 20 (21.1%) |
| Corporate HQ overseas | 10 (10.5%) | Owner/Partner/Shareholders | 3 (3.2%) |
| Depends on decision | 2 (2.1%) | Uncertain who takes decisions | 2 (2.1%) |

19. How strongly does your organisation participate in International Trade ?

| | | |
|-------------------|------------|---------------------|
| Strongly | | Weakly |
| 39 (41.9%) | 33 (35.5%) | 12 (12.9%) 9 (9.7%) |

20. How strongly does your organisation value Regulation and Standards ?
 [supply chain analysis follows]

| | | |
|-------------------|------------|------------------|
| Strongly | | Weakly |
| 68 (73.0%) | 22 (23.7%) | 2(2.2%) 1 (1.1%) |

21. How strongly does your organisation re-invest its profits into research ?

| | | |
|-----------------|-------------------|----------------------|
| Strongly | | Weakly |
| 14 (15.2%) | 40 (43.5%) | 17(18.5%) 21 (22.8%) |

22. How would you rate your organisation's ability to introduce new products to market ?

| | | |
|-------------------|------------|---------------------|
| Strongly | | Weakly |
| 35 (39.3%) | 30 (33.7%) | 15(16.9%) 9 (10.1%) |

23. Which two factors do you consider as market access barriers for your organisation ?

| |
|---|
| <i>External factors over which company has no control</i> |
|---|

| | |
|--|-------------------------------------|
| Economic/competitors 51 (43.7%) | Political trade barriers 21 (17.9%) |
| Cultural/no barriers 13 (11.1%) | |
| <i>Internal factors that a company can control by itself</i> | |
| Marketing: perception & pricing 20 (17.1%) | Finance 10 (8.5%) |
| Inapplicable because we supply Services 2 (1.7%) | |

F. QUALITY OF UK SUPPORT : (TECHNOLOGY/OPERATIONS DIRECTORS)

24. How strongly does your organisation rate UK support for the following ?

| | Strongly/Strong | Weakly/Weak |
|---------------------------------------|-----------------|--------------|
| Knowledge Transfer Networks | 25 (28.4%) | |
| Best Practice / Benchmarking | 25 (28.4%) | |
| Trade Associations | 23 (26.2%) | |
| Research and Technology organisations | | 15 (17.0%) |
| International Trade | | Nil response |

25. How strongly does your organisation rate the quality of services provided to your organisation by their membership of the following groups:

| | Strongly/Strong | Weakly/Weak |
|--|-------------------|-------------|
| Trade Associations | 30 (31.9%) | |
| Professional institutions | 30 (31.9%) | |
| Research and Technology organisations (former Research Associations) | 28 (29.7%) | |
| Knowledge Transfer Partnerships (e.g.: 'Faradays') | | 6 (6.5%) |

26. Have you considered the best practice performance of your organisation using established methodologies ? [supply chain analysis follows]

| | |
|------------|------------|
| YES | NO |
| 22 (29.3%) | 53 (70.7%) |

| |
|---|
| Top 5 methodologies used: |
| Lean manufacturing: for time, motion, manufacturing (3) |
| Six Sigma /Six Sigma Plus (2) |
| Quality management EFQM (1) |
| Business excellence BEM (1) |
| Not afraid to seek advice ! (1) |

27. To what extent does your organisation engage with the regulatory process ?

| | | |
|-----------------|------------|--------------------|
| Strongly | | Weakly |
| 19 (40.4%) | 12 (25.5%) | 9(19.2%) 7 (14.9%) |

28. How effective is the Materials Community in promoting its image in the UK ?

| | |
|---------------|-------------|
| Strong | Weak |
|---------------|-------------|

4 (5.2%) 18 (23.4%) 37(48.0%) 18 (23.4%)

29. How would you regard the image of Materials in the UK ?

Strong
27 (36.5%)

Weak
47 (63.5%)

G. PEOPLE AND SKILLS : (Target group: **HR (PERSONNEL) DIRECTORS**)

30. Within your business do you regularly recruit staff into employment as technicians; plant & process operators; product developers; and technical managers or specialists?

YES
75 (90.4%)

NO
8 (9.6%)

31. If you answered 'yes' to Q30; please estimate the ratios between these job categories:

| | | | | |
|----------------------------|--------------------|-------------------|--|------|
| (10%) 3:10 (30%) | Technicians | 3:10 (30%) | Plant & process operators | 1:10 |
| | Product developers | 1:10 (10%) | Technical managers or specialists | |
| | Others employed | 2:10 (20%) | | |
| | | | | |

32. How easy do you find it to recruit these staff to fill those positions?

Relatively easy
12 (13.9%) 27 (31.4%)

Relatively hard
33 (38.4%) 14 (16.3%)

33. Why do you believe that is so ?

[Please specify :]

| | |
|---|---------|
| <i>Candidates lack experience</i> | |
| Lack of qualified specialist staff and a shortage of skilled workers in locality; 64 (75%) | |
| 'Technically skilled staff are few although it is easy to find unskilled technicians' | 8 (10%) |
| 'Few opportunities for a limited number of people wanting niche employment' | 8 (10%) |
| 'Not enough applicants are up to the required standard | 4 (5%) |

34. For the majority of appointments, to what extent can you secure **candidates with good levels of numeracy as well as and an understanding of materials?**

Strongly
9 (10.7%) 48 (57.1%)

Weakly
23(27.4%) 4 (4.8%)

35. Do you find overall that **job applicants have adequate soft and people skills**, such as: communication skills; team working; business; and finance skills?

YES
55 (67.1%)

NO
27 (32.9%)

36. Which of these two attributes does your business prefer that job applicants have :

a broad understanding of materials & or basic scientific principles (67.1%) **processing** 55

specific materials related knowledge such as polymers; metals; ceramics ?

32.9% 27

37. From a **practical** standpoint, to what extent do your new recruits demonstrate good understanding of important practical skills such as: process control; laboratory skills and techniques; instruments and measurement; and IT skills ?

| | | | |
|-----------|-------------------|------------|---------------|
| | Strongly | | Weakly |
| 9 (10.8%) | 48 (57.9%) | 20 (24.1%) | 6 (7.2%) |

38. Which of these two statements is true of your business?

i. **We regularly support new employees with in-house materials or process training**

69(84.5%)

ii. We expect new employees to hit the ground running

14(15.5%)

39. Do you encourage your new technical based employees to develop their own skills and understanding through part time training courses, conferences, workshops and seminars etc?

| | |
|-------------------|----------|
| YES | NO |
| 75 (90.3%) | 8 (9.6%) |

40. Do you recruit, or would you consider overseas candidates to fill UK based positions?

| | |
|-------------------|------------|
| YES | NO |
| 69 (85.2%) | 12 (14.8%) |

41. Do you have a managed plan for new employees, particularly young employees to allow them to work in different areas to gain a more rounded understanding of the business?

| | |
|-------------------|------------|
| YES | NO |
| 63 (75.0%) | 21 (25.0%) |

42. Do you find that there are adequate training courses to top-up skills missing from new employees?

| | |
|-------------------|------------|
| YES | NO |
| 52 (62.6%) | 31 (37.4%) |

43. Which providers of training are helpful in this respect ?

Top five training providers that are helpful in this respect were:

i) **Technical colleges (eg for NVQ qualifications)**

ii) Universities (London Metropolitan mentioned for Polymers)

iii) Professional Institutes Trade associations

iv) In house or a wide range of commercial providers including Reed training

v) Business Link, Chamberlink, Training 2000

44. Do you regularly liaise with universities and colleges to support your recruitment needs?

| | |
|-------------------|-------------------|
| YES | NO |
| 59 (70.2%) | 25 (29.8%) |

45. What starting annual salary range would be typical for:

| | £15-19 k | £20-24 k | £25-30k | Above £30 k |
|--------------------------|-------------------|-----------------|-----------|------------------|
| Technical Manager? | 2 (2.3%) | 8 (9.7%) | 7 (8.1%) | 8 (10.2%) |
| Product developer | 3 (3.5%) | 8 (9.7%) | 7 (8.1%) | 2 (2.3%) |
| Technician | 11 (12.5%) | 6 (6.9%) | 1 (1.2%) | 0.5(0.6%) |
| Process/Product operator | 14 (17.0%) | 5 (5.8%) | 1.5(1.7%) | 0.5 (0.6%) |

46. If you employ new graduates, what starting annual salary range would be typical ?

| | £15-19 k | £20-24 k | £25-30k |
|--|------------|-------------------|----------|
| | 37(43.9%) | 44(52.6%) | 3 (3.5%) |

47. How long would it be before graduates' and postgraduate salaries exceeded £30k?

| | 1-2 years | 3-5 years | longer? | Total |
|---------------------|------------|-------------------|------------|-------|
| Graduates | 7 (14.6%) | 29 (60.4%) | 12 (25.0%) | 48 |
| PhD | 14 (38.9%) | 19 (52.8%) | 3 (8.3%) | 36 |
| Other Postgraduates | 13 (42.0%) | 15 (48.4%) | 3 (9.6%) | 31 |

48. If you employ postgraduates, what starting annual salary range would be typical ?

| | £20-24 k | £25-30k | Above £30 k |
|----------------|------------------|-----------|-------------|
| PhD | 19(29.0%) | 16(25.8%) | 1(1.6%) |
| Post graduates | 16(24.2%) | 8(12.9%) | 4(6.5%) |

49. Does your company interact with local schools and colleges to encourage future recruitment?

| | |
|-------------------|-------------------|
| YES | NO |
| 70 (85.4%) | 12 (14.6%) |

50. Does your company practice non-discriminatory policies that encourage co-operative working between employees and other workers, irrespective of a person's race, creed or colour ? [Race Relations (Amendment) Act 2000]

[No traceable response]

51. Finally, please contribute any related thoughts or points in the box below ;

or continue writing overleaf .

[No traceable comments]