

Corporate Fleet Management Guide



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Making fleet easy: Our guarantee



You can't run your business without transport.

But you can do without the complexity and hassle of fleet management.

At D. M. Keith Corporate, our job is to make your life easier and your business more efficient.

We start with a consultative approach and assess your business needs, whether that's lowest cost per mile or highest employee motivation. We'll then recommend a solution that reduces both your fleet costs and management time. So you're free to focus on your core business.

And we'll make your life easier throughout the vehicle's life, from initial specification and sourcing through to disposal and replacement. We live fleet every day and have a dedicated team that will deal with the issues. So you don't have to.

And if we don't deliver, please contact me at any time and I'll address any issues personally.

Because accountability isn't an option with us:
it's our business.

What happens next?



We'll take you through all the available funding options, arrange any test drives, and make sure that we're offering you the most cost-effective solution to your needs.

We'll then have a better view of your requirements and use our expertise and experience to tailor our recommendations. We're very keen to do business with you and look forward to the opportunity of welcoming you to the D. M. Keith Corporate family.

And if you've enjoyed the process and we've delivered our corporate promise, please tell your business colleagues. If we haven't, please tell us so we can improve!

Kind regards

Lance

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Why D. M. KEITH Corporate?



Let's use our D. M. Keith company values - Fit, Fun, Family and Fearless – to explain:

We're FIT for your purpose

- Largest independent ŠKODA retailer in the UK and in the top three for SEAT corporate
- Dedicated Corporate team with fifteen dealerships across Yorkshire and Lincolnshire
- 20 years' serving the corporate sector, locally and nationally
- Flexible service from fleet management outsourcing to single vehicle supply

We're FUN to deal with

- An award-winning team renowned for their sense of humour
- Because getting a new car should be a real pleasure
- And because business doesn't have to mean boring

We treat you like FAMILY

- A consultative approach means you're always in the driving seat – we base our recommendation on your needs and requirements.
- Our team will support you throughout the car's lifecycle, from test drive to servicing to disposal.
- Affinity programmes offer added value to your business and employees
- Just like family, there's no such thing as a daft question

We're FEARLESS when faced with a challenge

- We love difficult briefs and we'll challenge you if we think it's in your best interest
- In the real world, stuff happens. We rise to a challenge and won't turn it into a drama

D. M. KEITH Corporate

Meet the team



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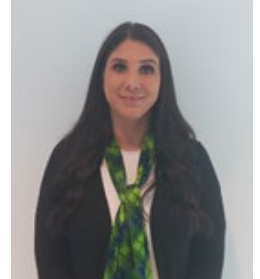
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**Corporate Vehicle
Progressor**



KEVIN SKEOCH

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Progressor**



BRENDAN THORPE

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Pre-contract vehicles: You don't have to compromise

If you're buying or leasing a vehicle through D. M. Keith Corporate, occasionally it won't be available immediately. Especially if you've ordered something special and it's wending its way through the factory.

Not a problem.

We run an extensive fleet of Rental vehicles available until yours arrives. We can't guarantee an exact match, but most have sat nav and all have Bluetooth. As a valued customer of D. M. Keith you will benefit from a sizeable discount from published prices.

So you get the exact car you want, and we'll get you mobile straight away.



Extended test drives



We'd always recommend a test drive before making your choice, and we know that often the average 30 minute test drive just isn't enough - much better to live with the vehicle for a couple of days before making such an important decision.

Because of our large stocks, D. M. Keith always has over 80 demonstrator vehicles available for a test drive. Or if you want to evaluate the car for longer, we can arrange a seven day test drive direct from the manufacturer (For Limited Companies).

Testimonials

This is what our customers say...

"We'd been trying to buy cars for about eighteen months and we were struggling: we couldn't find the right way.

Then I met the D. M. Keith Corporate team and trusted them from day one. They started with a consultative approach, made some recommendations and since then, frankly, I haven't had much to do with it – they've just made it happen."

Jamie Wright, Compass Fostering

"...the work was complex but was handled efficiently and effectively and the Service Manager helped broker the warranty bill with ŠKODA UK. So when our next vehicle renewal became due, we naturally approached the DM Keith team and a service arrangement was put in place that really suits our business needs.

Since then, we've placed all of our vehicle order through D. M. Keith Corporate and our staff are enjoying the service provided. We currently run a fleet of 24 vehicles, over half of which are ŠKODA now"

Tim Davison, IT@Spectrum Ltd

"We've changed to majority of our fleet to ŠKODA since buying our first Octavia from DM Keith over two years ago. The Corporate team has always gone the extra mile, responding quickly and efficiently and solving issues not just deflecting them"

Andy Garbett, GVI

"Our previous supplier let us down, which meant the vehicles were going to be delayed by two months. We needed better service. The D. M. Keith team got the cars on time and matched the prices by the previous supplier.

Most of our fleet is now ŠKODA Octavia Estates and the order process has always been smooth and hassle-free. The price is always lower than a lease company, too!

We're kept up to date with our orders and the cars are delivered at our convenience to fit in and around our drivers"

Nicola Baldwin, Corgi Group

"It was DM Keith's professional approach that gave me confidence..."

Andrew Ingram, Wood Richardson

"...dealing with you has been effortless. The drivers that delivered the car were helpful and the whole process has been a pleasure"

Craig Osborne, Wakefield Bathrooms

"We look forward to DM Keith being our first port of call as our business continues to grow"

David Sorley, Boxhead

"We've worked with DM Keith for the last ten years. Their support up front and ongoing is second to none! Any problems we've had with our cars has been detected & solved straight away. Fantastic and a pleasure to deal with"

Chloe Tierney, Wheels Private Hire

An introduction to the fleet market:

A fleet buyers guide

Introduction

Despite high fuel costs and communications advances such as cheap tele-conferencing, most organisations still have a need for business travel. And in the UK, the majority of such travel is by car. From an employee's perspective the company car remains a sought-after benefit, but for an employer they can be a financial, legal and administrative headache.

Over the last 40 years the UK fleet market has evolved into a huge, sophisticated industry that can be complex and intimidating to the uninitiated. And there's no silver bullet: different approaches are likely to yield very different results dependent on circumstances. The objective of this guide is to help fleet decision makers get the best overall result for their business, whilst not forgetting employee aspirations or safety.

What is fleet?

Not all organisations recognise that by running cars and/or vans, they're part of the overall fleet market. So they often overlook the benefits of a fleet approach and fail to explore the best ways to ensure their fleet remains both legal and cost-effective.

For any cars used for business purposes think fleet.

Your fleet is unique

In the UK, entitlement to a company car doesn't always mean the employee needs one to do their job: in many instances, it's a perk. And every business is different: size, geographical spread, age and nature of the employees, products and services offered. Some employers are cost conscious and see cars as a tool of their trade, whilst others view cars as a means of attracting and rewarding the best employees.

Many of the issues covered in this guide relate to cars that are owned by the employee and used for business. These cars may be purchased via a complex, structured arrangement set up by the employer or a simple cash allowance paid to the employee; they may be used only occasionally or spend every day plying the motorways.

However they're financed and used, the need for sound cost management and a clear understanding of the employer's legal obligations, is essential.

Duty of Care

Employers now have to include 'driving at work' within their Health & Safety policy. This duty of care is not restricted to drivers of company vehicles; employers have an obligation to protect every employee, including those who use their own vehicle for business purposes, as well as third parties, such as other drivers and pedestrians.

There are many aspects to such a policy but the overriding objective is to produce an effective risk assessment / risk management policy that provides a framework for ensuring that a safe working culture is in place and is regularly reinforced.

Managing costs

When procuring vehicles, business users are faced with a complex range of options. Fleets can choose to let a leasing company manage the whole package, ask a management company to handle specific tasks such as accident management, or run the whole fleet 'in-house'. Suitable funding will then depend upon a number of factors, not least the organisation's attitude to financial risk, as well as its tax and cash flow position. Other factors include fuel reimbursement, National Insurance and bolt-on services such as accident management. Vehicle list price or vehicle rental costs often have very little bearing on the total cost of running a fleet.

Getting the best advice.

D. M. Keith Corporate, via this guide, seeks to provide a general background to the options available to fleets, with pointers to best practice and highlighting of some of the major pitfalls. Whilst some of these pitfalls are concerned with cost, others cover your drivers' and general public safety. In case of doubt professional advice should always be sought.

Fleet operations

Introduction

Although many fleets are managed in a similar fashion, and encounter the same day-to-day issues, each fleet is unique in some way. Some organisations manage everything in-house, while others outsource almost every aspect of the fleet operation to external contractors or service providers.

Although not all Fleet Managers are directly involved in deciding which operational methods to adopt, it's vital that they have an understanding of the underlying principles involved.

The basics of corporate operations

Firstly, it's necessary to understand what the vehicles are for. For a small number of organisations the fleet is the core of the business, for example couriers, chauffeur services, or daily rental companies. For others, the fleet exists almost purely to enhance remuneration, a way to provide a form of non-cash payment, with virtually no business requirement to use the car at all.

However, for the majority of businesses the fleet is used to meet both these needs. Essentially, it's an easy way to provide mobility for day-to-day business travel, conveniently packaged to meet the private motoring needs of the employee.

Knowing why an organisation has decided to run a fleet helps the Fleet Manager to focus on the best way to manage the fleet. But whatever the reasons, these should include areas such as:

- Acquisitions
- Disposals
- Service and maintenance
- Fuel and
- Insurance.

Doing it yourself

Many fleets still handle almost everything in-house, working to a prescribed fleet policy and processes agreed with management and HR, for which the Fleet Manager should have overall responsibility.

Within the scope of their responsibility the Fleet Manager may have to liaise regularly with other department heads, such as purchasing, finance or HR to ensure the smooth operation of the fleet, which should work broadly as follows:

- The Fleet Manager ensures employees have a clearly defined transport policy and that it's fully understood and complied with;
- The Fleet Manager or purchasing manager identifies the vehicles required, arranges the acquisition and ensures the cash or finance is available to pay for them;
- The business insures the vehicles;
- The employer or employee makes the necessary arrangements to have the vehicles maintained;
- The business ensures the necessary maintenance is carried out on each vehicle;
- The business keeps the Vehicle Road Fund Licence up to date.

A process is agreed for the return or exchange of the car by the employee at the end of the agreed period and its disposal by the employer, who would also ensure processes are in place to deal with unforeseen circumstances such as illness or accident. Most of these actions require little more than a reasonable amount of common sense and basic business acumen. Experience soon builds, but it's important that the necessary tasks are completed as agreed. Planning is all: establishing and subsequently following the correct systems and processes when initially taking responsibility for the running of a fleet, should ensure its smooth management.

Fleet operations

If an employer does not meet its obligation to provide a duty of care, by for instance not ensuring a vehicle has the agreed regular maintenance, it may be held liable if that vehicle is involved in a road traffic accident. Or if the lead time for the replacement of a car is not built into the process it may cause complications for both the company and the driver.

Where large numbers of vehicles are involved, it will almost certainly be economically viable to employ someone with appropriate skills as a 'Fleet Manager'. For an owned fleet, some technical/mechanical knowledge is useful, though not essential, whereas good project management and people skills, organisational, numeracy and IT skills are essential for a good Fleet Manager.

The Fleet Manager should consider that they may be tasked with communicating with a board of directors, a group of employees, manufacturer/ main dealer representatives and the Finance Director in any one day. And subject matter might be as varied as moving to a more fuel-efficient fleet (such as Battery Electric, Plug in or Full Hybrid models) or sharing information on drivers who consistently fail to reach reasonable fuel consumption levels. These may not be matters that the Fleet Manager can influence but awareness at least provides the opportunity to be proactive. Bodies like ACFO (the Association of Car Fleet Operators: www.acfo.org) offer networking opportunities so that groups of people performing a similar task, such as Fleet Managers can come together and share experience and techniques in a non-competitive setting. Many dealers also offer the occasional get-together for groups of customers (often at the launch of a new model) and these offer similar networking opportunities.



Outsourcing

Outsourcing leapt to prominence in the fleet market in the early 90s, but, in reality, the term 'outsourcing' refers to a philosophy which has been used by Fleet Managers for many different parts of the fleet operation for some time.

The concept is simple: the company / fleet operator passes most or all responsibility for the running of the fleet to an external supplier which has suitable expertise and resource. In return the party who provides the outsourcing charges a set fee which reflects all the estimated costs, or a management only service where the charges are based on costs incurred by a specialist supplier, plus their fee.

Maintenance can be handled by external service providers, who are generally specialists which employ technically qualified maintenance engineers. Economies of scale and purchasing power can help to bring down the costs of maintenance including replacement tyres, roadside breakdown services and other functions that are less frequently required, and which may therefore be outside the scope of the in-house manager of a smaller fleet. Generally work is controlled by purchase orders, and invoices

Fleet funding and taxation

Introduction

Fleet funding and taxation are two areas that should be considered together because different tax treatments apply to different funding methods. The cost of funding can only be accurately predicted if the relevant tax treatment is considered for each form of funding. Purchase or lease is usually the first area a Fleet Manager should consider. There are fleets that elect to buy their cars and vans outright, but most business buyers have many other demands on their capital. Over many years therefore the UK fleet market has developed a range of funding options to help businesses manage their vehicle acquisitions and aid cash flow. More than one funding method may be adopted by the same fleet. Overall funding strategy would usually be a matter for the Finance Director, but it's important for the Fleet Manager to understand the implications of getting it right or wrong and advise the FD accordingly. This Fleet Manager's Guide presents an introduction to the issues involved, but relevant senior management within the business, and external professional advisers should be consulted about any proposed changes. And it's critical to evaluate any proposal made by a potential supplier to ensure that it's suitable for your business.

Funding options

That said, there are in fact only three basic approaches:

- Purchase • Lease and • Driver funded

Purchase

- Outright purchase: Some businesses simply pay for cars as they need them, and buy outright. A car is treated as an ordinary business asset, and when sold all proceeds go into the company's general funding pool.
- Hire purchase: For those who want to own their vehicles, but choose not to pay outright, a hire purchase arrangement is often used. The fleet operator pays a deposit followed by regular fixed payments over an agreed period. The regular payments can be reduced by incorporating a larger final or balloon payment, which would be typically set to equal the projected residual value of the car at the end of the agreement.

If all conditions are met, full title and ownership passes to the client usually once the final instalment is paid. This way each car or van is paid for over its working life, and as with outright purchase, when sold all proceeds go into the company's general funding pool.

Leasing

Vehicle leasing is very popular in the UK as many businesses are attracted by the advantageous VAT treatment and the ability to offset residual value risk.

There are a number of variants:

- Contract hire: As the predominant form of leasing in the UK, this allows specialist leasing companies to offer competitive rentals by:
 - negotiating manufacturer discounts;
 - utilising specialist funding arrangements; and
 - assuming residual value risk.

Together with a maintenance package, Vehicle Excise Duty (VED) and administration, the total projected costs are recovered in the form of fixed, regular rentals from the fleet operator.

- Finance lease: Although rarely used nowadays, finance leasing is very similar to a basic hire purchase agreement, with two common options being:
 - Full payout: at the end of the agreed term, the fleet operator must sell the car, normally via sales agency agreement, to a third party in return for an agreed proportion of the sales proceeds. Alternatively, the fleet operator may extend the term of the lease, paying only a peppercorn rental.
 - Balloon lease: payment of a proportion of the car's cost is deferred until the end of the lease, giving lower rentals across the period. At the end of the lease the car is sold to a third party, with the fleet operator retaining any proceeds in excess of the balloon. If there is any shortfall however, the fleet operator is responsible and must pay the lessor by way of a balancing rental.

Fleet funding and taxation

Although the appearance is similar to hire purchase there is one important difference: under a finance lease the customer never actually owns the vehicle, they simply pay the owner for its use. This means that it should not strictly be regarded as capital expenditure, although in most cases the finance lease should be reflected on the balance sheet, and as a supply of services the regular rentals attract VAT.

Driver funded

For the majority of the 4m employee-owned car users in the UK's grey fleet, funding arrangements aren't of interest to the employer. Some employers have transformed their company car fleets in to a structured employee purchase scheme.

- Personal Contract Purchase (PCP): under such a scheme the employee enters in to a finance agreement and makes regular payments over an agreed term. Ownership would be transferred at the end of the contract provided a final, or balloon, payment is made, but as the employee usually has the option to return the car without making the final payment the residual value risk to the employee is minimised.
- Employee Car Ownership Scheme (ECOS): unlike a PCP scheme, under an ECOS ownership of the car is transferred to the employee when the contract, which must be a credit sale (loan) agreement, is signed. This ensures that the car is not taxed as a company car whilst having all the benefits of a company car. Because the funding and tax implications of ECOS can be complex they should not be undertaken without expert advice and the approval of HMRC.

Common issues

There are two fundamental issues that need to be considered before any firm decision on funding is made.

- Projected residual value: the matter of a projected residual value and who bears the risk of depreciation needs to be clear. It may be attractive to have low rental payments with a high residual value built into the calculations, but if this figure is not realised when the vehicle is finally sold the operator should consider how that will affect its bottom line.

- Effective interest rate: the effective interest rate charged in a deferred purchase or lease agreement is the difference between the estimated depreciation (original cost less residual value) and the total instalments or rentals. Of course the total cost is what really matters, but the calculation of the effective interest rate will give some measure of the competitiveness of the whole deal, and should therefore be useful when comparing suppliers.

Which option should you choose?

Each option has a place in the fleet market, but as they come with a range of features, advantages and disadvantages the following issues should be carefully considered before choosing a funding option for your business:

- Overall cost of the option, using a full whole life cost computation;
- Cash flow implications;
- Balance sheet effects
- Taxation of the employer
 - Business tax
 - VAT
 - National Insurance Contributions (NIC)
- Taxation of the employee, that is the income tax on the company car benefit charge
- Flexibility, implications for the business
- HR/Personnel implications
- Risk profile and
- Internal administration and resource costs and implications.

These represent the broad issues and illustrate the need for fleet policy must that meets the needs of the business. Given the financial implications, the Finance Director should be involved in the decision, but it's important that the Fleet Manager has an understanding of these issues, to enable them to provide the optimum evaluation of the business issues.

Fleet funding and taxation

Evaluation of the funding issues

The key aspects of issues can be summarised as follows:

- Overall cost: A whole life cost figure for each option should allow the Fleet Manager to find the lowest cost funding option, even if business considerations, such as cash flow restrictions, mean the final decision may not be the optimum method shown.
- Cash flow implications: in many organisations, cash flow is considered to be more important than actual cost. The overall cash flow within the fleet may be crucial, and a comparison should be made between purchasing and selling cars, and paying regular rentals/instalments.
- Balance sheet implications: Some businesses will pay particular regard to certain performance measures such as Return On Capital Employed, which can be affected if company vehicles are included as assets on the balance sheet. This is a complex area and the Fleet Manager should always seek professional guidance.
- Taxation of the employer:
 - Business tax: business taxes may differ depending on whether the business is a company that is liable for corporation tax, a partnership that is liable for income tax, or is a public sector organisation or charity. The tax relief available for cars is though the same for all.
 - VAT on purchased cars: if there is no private use, such as with pool cars, then in most cases VAT registered fleet operators can recover the VAT on the purchase of a new car, but they must also include VAT within the disposal price, when it's sold.
 - VAT on leased cars: all forms of leasing attract VAT on the rentals. If there is no private use then all of the VAT is recoverable on the rental, but where a car is available for private use then only 50% of the VAT may be recoverable by the fleet operator. If a fleet operator is not VAT registered they will be unable to save.
 - NIC: often overlooked, NIC is a significant component of whole life cost as it is due on every company car that's made available for private use and on which the driver is liable to income tax on the car benefit charge.
- Taxation of the employee: where an employee has the benefit of the private use of a company car 'by virtue of employment', that benefit is taxable.
- Flexibility, implications for the business: regardless of the way in which a business funds its fleet there are likely to be inherent restraints associated with the funding method chosen. Accordingly, the degree of flexibility available and how the business may be affected should be investigated thoroughly before a decision is reached. For instance, where a company has a high turnover of drivers, if the remuneration package offers every new driver a new car and the business is forced to return vehicles before the end of the contract when employees leave the early termination penalties for the company may be significant.
- HR / Personnel implications: the remuneration package offered should reflect the type of employee the business wishes to attract and retain. The fleet policy should reflect the needs of the business, so the fleet should contain appropriate makes and models. The reasonable and realistic expectations of drivers and an understanding of the competitive recruitment environment is necessary to get the right balance between cost and driver satisfaction.
- Financial risk management: both new car prices and residual values may vary significantly in both the short and long term: that risk must be assessed as should any risk associated with interest rates. These are in addition to the basic risks of running a fleet such as insurance, road traffic accidents and maintenance for higher mileage vehicles.
- Internal administration factors: Running a fleet takes time. If a business elects to do everything in-house it shouldn't underestimate the time and management resource that may be required. Adopting a funding arrangement such as contract hire should reduce the amount of the fleet administration required, leaving the Fleet Manager to concentrate on higher-level management issues.

Fleet funding and taxation

Funding and taxation are an important part of running a successful fleet and should be considered alongside the business's requirements of its fleet. The Fleet Manager should be a key member of the management team and make recommendations about funding options; how feasible they are and how beneficial.

Example 1 – Business tax relief

Although detailed information regarding taxation falls outside the scope of this guide, it could have a significant impact on the choice a company makes. The whole life costs of a car should take taxation and tax relief into account which may show significant differences in the cost of a typical mainstream fleet car depending on the CO2 value and whether it is purchased or leased.

- Purchase: capital allowances are a business tax relief available for purchased cars. Capital allowances enable business taxpayers to claim tax relief for the reduction in the value of cars purchased and owned by the business and used in its trade. By writing off the capital cost against the taxable income of the business, capital allowances effectively take the place of depreciation charged in the accounts, which is not normally deductible for tax purposes.

How much relief is available and when depends entirely on the CO2 emissions of the car; the lower the CO2 emissions the quicker the relief is available. On the subsequent sale of the car any excess relief must be paid back over a number of years.

- Leasing: tax relief may be claimed on the effective rental, that is the rental plus irrecoverable VAT. Employers should consider their allocation policies carefully to ensure they're fully aware of all the costs they must consider before deciding on their fleet choice.

Example 2 – Income tax on the car benefit charge

To calculate the car benefit charge, that is the benefit in kind (BIK) on which the driver will pay income tax, the official list price of the car must be multiplied by the 'appropriate percentage' which depends on the CO2 emissions of the car, as fixed in the car's V5 registration document.

In 2015/16 the appropriate percentage ranges from 0% for electric cars to a maximum of 35%. If a car runs solely by diesel and is not RDE2 compliant, there is a 3% surcharge applied to the scale, although the maximum is still capped at 35%.

These figures will change over the next four tax years in accordance with announcements made in recent Budget statements made by the Chancellor of the Exchequer. When calculating the car benefit charge the current table should be reviewed to ensure the correct percentage is being used, especially as:

Although the table will change, the government has promised to publish rates for three years in advance to aid the motor industry in the UK. This helps the fleet industry to make an appropriate selection with a degree of certainty about the tax liability for most of the car's life.



Fleet funding and taxation

Fuel for private use

The government has made it clear that it wants to discourage the provision of fuel for private use. Where an employee is provided with this benefit, a separate tax charge is due. This is calculated by multiplying the fuel benefit charge, which in 2021/22 is £24,60 for all cars, by the car's 'appropriate percentage', as shown in the following example for an employee who has private use of an Superb 2.0TDI 150PS DSG 5 door:

Income tax on the fuel benefit charge:

Example: Superb 2.0TDI 150PS DSG SE L Executive	
CO2 Emissions	138
BIK %	30%
Taxable rate	£24,500
Taxable rate x BIK%	£7,350
Employees highest tax rate 20%	£1,470
Employees highest tax rate 40%	£2,940
Employees highest tax rate 45%	£3,308

Class 1A NIC

The driver's employer must pay Class 1A NIC on the driver's car benefit charge that is taxable benefit in kind. In 2022/23 the rate of Class 1A NIC is 16.8%. Company car and van drivers do not pay employee NIC on their company vehicle, as employee benefits in kind are only liable to income tax.

BIK tax on company car:

Example: Superb 2.0TDI 150PS DSG SE L Executive	
CO2 Emissions	138
BIK %	30%
P11D Value	£35,795
Taxable rate x BIK%	£7,350
Employees highest tax rate 20%	£2,148
Employees highest tax rate 40%	£4,295
Employees highest tax rate 45%	£4,832

BIK tax on company car:

Example: ENYAQ iV 80x SportLine Plus	
CO2 Emissions	0
BIK %	2%
P11D Value	£51,220
Taxable rate x BIK%	£1,024
Employees highest tax rate 20%	£205
Employees highest tax rate 40%	£410
Employees highest tax rate 45%	£461

Service, Maintenance and Repairs

Introduction

Modern cars are extremely complex but they are also far more mechanically reliable than those produced even a decade ago. Service intervals have increased, and apart from routine inspections the driver needs to have very little input to ensure their vehicle's continued safe operation.

Despite these advances, vehicles are potentially dangerous, and should always be kept in good working order as there are important safety as well as cost and commercial issues at stake.

Duty of Care

The duty of care owed by employers to employees, and the general public, should form the cornerstone of any fleet policy.

This means that the person responsible for the business's vehicle fleet must ensure that maintenance is undertaken regularly and in accordance with the manufacturer's service schedule. In addition, drivers must be made aware that they are directly responsible for understanding the maintenance requirements of the vehicle they drive, and ensuring that service schedules are properly observed.

What do we mean by maintenance?

Maintenance for fleet vehicles should not only be a safety consideration but should be viewed as more than simply keeping cars and vans fit for purpose. A properly maintained car will be more fuel-efficient, achieve a higher resale value, cost less in repairs and ultimately make your drivers more productive.

It is important that the rules drivers need to follow concerning maintenance are clearly laid out in the employer's procedures. So what does maintenance cover?

- Routine inspections: regardless of how technology and engineering advances, cars and vans need to be inspected for damage and to ensure issues such as tyre pressure and fluid levels are correct. Making sure your drivers understand these obligations and carry them out is very important.
- Servicing: this is the routine work scheduled by the vehicle manufacturer in line with the service booklet which comes with every vehicle. Many new cars have automated servicing intervals: an on-board computer monitors the car's condition and will indicate through a dashboard message when the driver should book a service.
- Repairs: these can result from accidents, general wear and tear or driver abuse, and range from a small windscreen chip or a blown bulb, to a failed engine or broken gearbox. Most minor problems will not incapacitate the vehicle, but major issues could either bring it to an immediate halt, or make it dangerous to the employee and other road users.
- Tyres: clear tread-depth and inflation pressure regulations exist to ensure that, as the only contact between the vehicle and the road, tyres are kept in good condition. Keeping detailed records of tyre replacements is a key part of demonstrating that an employer is meeting its duty of care.

Service, Maintenance and Repairs

Understanding the cost of maintenance

Despite longer service intervals and more efficient vehicles, maintenance is still a significant component of fleet cost and possibly the area where money can most easily be mispent.

- **Suppliers:** as fleet customers account for around a half of all new vehicle sales in the UK many companies invest heavily in making sure your servicing and repair needs are met. Choosing the right supplier is a balance between price, safety and efficiency.
- **Records:** understanding each car's operating costs is a vital part of a fleet decision maker's role. Good record keeping allows an accurate record to be built, showing the performance of the vehicle and the driver. For example, it could show persistently high costs for one model, against another. Or it might highlight driver abuse, or that a vehicle has not been serviced according to requirements. Storing information in one location will help identify many important factors. For instance, have all cars been serviced – and enable more effective cost control. Significant financial savings might arise from negotiations with manufacturers and suppliers simply because the Fleet Manager has maintained detailed records.
- **Authorisation:** as Fleet Manager has to make many decisions that involve balancing the safety and efficiency of fleet vehicles. Knowledge of vehicles and suppliers should allow the Fleet Manager to make informed decisions but what happens when the fleet manager is away, or cars are maintained by drivers and unauthorised costs are incurred?

An authorisation procedure must be in place to prevent costs escalating. Authorising maintenance expenditure and clearly defining the drivers' obligations must form part of the employer's fleet policy.

- **Downtime:** the Fleet Manager should monitor any days when a vehicle is off the road for mechanical failure and record the costs, especially when a relief vehicle is provided at an extra charge.
- **Warranties:** another important issue is the warranty available on fleet cars. Many different limits and thresholds are applied to warranties so details should be checked in case there are any onerous conditions. A characteristic of fleet cars is that they may be based – and therefore need to be serviced – in a different part of the country from where they were acquired. To take full advantage of the warranty, the repairing dealer must be told that the warranty does (or at least might) apply to the vehicle. Otherwise, the company may pay for work which is actually covered by the warranty. Where vehicles are looked after by a third party supplier, they will normally ensure terms are fully understood by the garage before work begins.

Service, Maintenance and Repairs



Outsourcing maintenance

For a small fleet looking after vehicle maintenance and building a strong working relationship with a local dealer can be a great idea. But as fleet sizes increase the need for specialist knowledge becomes apparent.

While many fleets successfully handle their maintenance issues internally, many turn to one of the growing number of service providers offering to take over some or all fleet activities. Before making this decision it's worth considering:

- Your fleet is unique: a Fleet Manager should ask if a third party would be able to understand your needs and whether they could introduce new ideas to reduce cost and vehicle downtime.

Most third party suppliers should be able to demonstrate the delivery of quantifiable benefits to other fleets of a similar size, and discuss the various service level agreements available.

- Price: asking whether a third party supplier might bring economies of scale to purchasing seems fairly obvious, but could they also offer systems and processes that enhance efficiency and reduce costs? The Fleet Manager must fully understand exactly what services are offered by the outsourced supplier and whether each of the components included in the overall package are really essential.
- Services: the range of outsourced services needed by fleets will differ widely but must they all be acquired from the same source? Services such as mileage tracking and driver training are increasingly becoming part of the package offered by many suppliers, but should these be purchased from, say, an accident management specialist? A Fleet Manager should not be afraid to shop around, not only to compare costs but to ensure that services are provided by the supplier best equipped to complete the job safely and efficiently.
- Communication: who, talks to whom, about what, and when? Outsourcing often means drivers will be speaking directly to third parties. Whilst this might seem great in theory, is the supplier able to respond in line with the fleet manager's required service levels? Ensuring lines of communication are agreed, documented and understood are vital before any contract is finalised.

Creating a comprehensive risk strategy

The Government has produced a guide for Fleet Managers to help meet duty of care obligations. 'Driving at Work: Managing Work-Related Road Safety' (<https://www.hse.gov.uk/workplacetransport/drivingforwork.htm>) is a free guide produced by the Department for Transport and the Health and Safety Executive. The Government's Driving for Work guidelines provide essential information for creating the definitive risk management policy for your company fleet operation. By following and implementing the guidelines, you can set a comprehensive strategy or employees to adhere to. These are some of the key areas you need to consider.

Management

Under the Health and Safety Act 1974, the person appointed to manage work-related road risk has a duty of care to employees and the company.

Some of the key areas of responsibility are listed below:

- Accountability: understand duty of care responsibilities and obligations
- Authority: possess authority and support at Board level to carry out the job
- Supervision: possess clear definition of who is responsible for work-related road risk
- Planning and implementation: adopting an effective policy based on risk assessment
- Risk assessment: understand the principles behind risk assessment
- Provision of information and instruction: ensure effective policy Communication
- Performance monitoring: ensure lessons are learned and implemented
- Incident data: record the number and severity of incidents
- Audit and review: plan regular reviews to audit effectiveness of policies

The driver

You should be satisfied that drivers using their own or company cars on business are competent and capable behind the wheel, and are aware of, and observe, the following standards:

- Driver standards: are drivers fit to drive and do they possess the appropriate licence?
- Driver handbook: the handbook should be read and understood by all drivers
- Induction and training: ensure training is in place to educate drivers on your policies
- Safer driver award schemes: develop these so they don't undermine safety policies
- Stress and other distractions: devise schedules to minimise stress and distraction
- Speed: do you have scheduling in place that does not require drivers to speed?
- Mobile phones: are drivers aware of your policy on the use of mobile phones in cars?
- Licence penalty points: do you carry out regular driver's licence checks?
- Vehicle insurance: check privately owned vehicles are adequately insured for business

Creating a comprehensive risk strategy

The vehicle

Your vehicle choice list should reflect typical usage and enable drivers to select vehicles that are fit for purpose. Remember, the employer is responsible for drivers at the wheel on company business, regardless of whether or not the car is company or privately owned.

- Selection of appropriate vehicles: ensure your selected vehicles are 'fit for purpose'
- Private vehicles: employers are liable for business driving in private or company cars
- Maintenance of vehicles: adopt a planned approach to service, maintenance and repair
- Reporting vehicle defects: establish a clear path for drivers to report vehicle faults
- Carriage of passengers and goods: ensure driver and passenger licensing is correct

The journey

Journey planning is essential to ensure safety at work and compliance with legislation. Efficient route planning will also help save costs, both in fuel and time, while ensuring schedules are realistic will not expose drivers to undue stress and a temptation to drive irresponsibly.

- Journey planning: devising your routes can help cut down driving time and delays
- Reduce journeys and mileage: ask yourself if your journeys are absolutely necessary
- Choose transport mode: would it be more appropriate to take alternative transport?
- Safe schedules and routes: help to reduce driver stress by monitoring schedules
- Journey breaks: the driver handbook should carry guidance on the minimum number of breaks drivers should take
- Guidance on night and adverse weather driving: is training required for out of the ordinary situations?
- Emergency procedures: the driver handbook should contain details of what to do in the event of an accident or breakdown



20% taxpayer

Monthly tax deduction: 1-18%

P11D / BIK	1%	2%	3%	4%	5%	6%	7%	8%	9%	10%	11%	12%	13%	14%	15%	16%	17%	18%
17500	£2.92	£5.83	£8.75	£11.67	£14.58	£17.50	£20.42	£23.33	£26.25	£29.17	£32.08	£35.00	£37.92	£40.83	£43.75	£46.67	£49.58	£52.50
18000	£3.00	£6.00	£9.00	£12.00	£15.00	£18.00	£21.00	£24.00	£27.00	£30.00	£33.00	£36.00	£39.00	£42.00	£45.00	£48.00	£51.00	£54.00
18500	£3.08	£6.17	£9.25	£12.33	£15.42	£18.50	£21.58	£24.67	£27.75	£30.83	£33.92	£37.00	£40.08	£43.17	£46.25	£49.33	£52.42	£55.50
19000	£3.17	£6.33	£9.50	£12.67	£15.83	£19.00	£22.17	£25.33	£28.50	£31.67	£34.83	£38.00	£41.17	£44.33	£47.50	£50.67	£53.83	£57.00
19500	£3.25	£6.50	£9.75	£13.00	£16.25	£19.50	£22.75	£26.00	£29.25	£32.50	£35.75	£39.00	£42.25	£45.50	£48.75	£52.00	£55.25	£58.50
20000	£3.33	£6.67	£10.00	£13.33	£16.67	£20.00	£23.33	£26.67	£30.00	£33.33	£36.67	£40.00	£43.33	£46.67	£50.00	£53.33	£56.67	£60.00
20500	£3.42	£6.83	£10.25	£13.67	£17.08	£20.50	£23.92	£27.33	£30.75	£34.17	£37.58	£41.00	£44.42	£47.83	£51.25	£54.67	£58.08	£61.50
21000	£3.50	£7.00	£10.50	£14.00	£17.50	£21.00	£24.50	£28.00	£31.50	£35.00	£38.50	£42.00	£45.50	£49.00	£52.50	£56.00	£59.50	£63.00
21500	£3.58	£7.17	£10.75	£14.33	£17.92	£21.50	£25.08	£28.67	£32.25	£35.83	£39.42	£43.00	£46.58	£50.17	£53.75	£57.33	£60.92	£64.50
22000	£3.67	£7.33	£11.00	£14.67	£18.33	£22.00	£25.67	£29.33	£33.00	£36.67	£40.33	£44.00	£47.67	£51.33	£55.00	£58.67	£62.33	£66.00
22500	£3.75	£7.50	£11.25	£15.00	£18.75	£22.50	£26.25	£30.00	£33.75	£37.50	£41.25	£45.00	£48.75	£52.50	£56.25	£60.00	£63.75	£67.50
23000	£3.83	£7.67	£11.50	£15.33	£19.17	£23.00	£26.83	£30.67	£34.50	£38.33	£42.17	£46.00	£49.83	£53.67	£57.50	£61.33	£65.17	£69.00
23500	£3.92	£7.83	£11.75	£15.67	£19.58	£23.50	£27.42	£31.33	£35.25	£39.17	£43.08	£47.00	£50.92	£54.83	£58.75	£62.67	£66.58	£70.50
24000	£4.00	£8.00	£12.00	£16.00	£20.00	£24.00	£28.00	£32.00	£36.00	£40.00	£44.00	£48.00	£52.00	£56.00	£60.00	£64.00	£68.00	£72.00
24500	£4.08	£8.17	£12.25	£16.33	£20.42	£24.50	£28.58	£32.67	£36.75	£40.83	£44.92	£49.00	£53.08	£57.17	£61.25	£65.33	£69.42	£73.50
25000	£4.17	£8.33	£12.50	£16.67	£20.83	£25.00	£29.17	£33.33	£37.50	£41.67	£45.83	£50.00	£54.17	£58.33	£62.50	£66.67	£70.83	£75.00
25500	£4.25	£8.50	£12.75	£17.00	£21.25	£25.50	£29.75	£34.00	£38.25	£42.50	£46.75	£51.00	£55.25	£59.50	£63.75	£68.00	£72.25	£76.50
26000	£4.33	£8.67	£13.00	£17.33	£21.67	£26.00	£30.33	£34.67	£39.00	£43.33	£47.67	£52.00	£56.33	£60.67	£65.00	£69.33	£73.67	£78.00
26500	£4.42	£8.83	£13.25	£17.67	£22.08	£26.50	£30.92	£35.33	£39.75	£44.17	£48.58	£53.00	£57.42	£61.83	£66.25	£70.67	£75.08	£79.50
27000	£4.50	£9.00	£13.50	£18.00	£22.50	£27.00	£31.50	£36.00	£40.50	£45.00	£49.50	£54.00	£58.50	£63.00	£67.50	£72.00	£76.50	£81.00
27500	£4.58	£9.17	£13.75	£18.33	£22.92	£27.50	£32.08	£36.67	£41.25	£45.83	£50.42	£55.00	£59.58	£64.17	£68.75	£73.33	£77.92	£82.50
28000	£4.67	£9.33	£14.00	£18.67	£23.33	£28.00	£32.67	£37.33	£42.00	£46.67	£51.33	£56.00	£60.67	£65.33	£70.00	£74.67	£79.33	£84.00
28500	£4.75	£9.50	£14.25	£19.00	£23.75	£28.50	£33.25	£38.00	£42.75	£47.50	£52.25	£57.00	£61.75	£66.50	£71.25	£76.00	£80.75	£85.50
29000	£4.83	£9.67	£14.50	£19.33	£24.17	£29.00	£33.83	£38.67	£43.50	£48.33	£53.17	£58.00	£62.83	£67.67	£72.50	£77.33	£82.17	£87.00
29500	£4.92	£9.83	£14.75	£19.67	£24.58	£29.50	£34.42	£39.33	£44.25	£49.17	£54.08	£59.00	£63.92	£68.83	£73.75	£78.67	£83.58	£88.50
30000	£5.00	£10.00	£15.00	£20.00	£25.00	£30.00	£35.00	£40.00	£45.00	£50.00	£55.00	£60.00	£65.00	£70.00	£75.00	£80.00	£85.00	£90.00
30500	£5.08	£10.17	£15.25	£20.33	£25.42	£30.50	£35.58	£40.67	£45.75	£50.83	£55.92	£61.00	£66.08	£71.17	£76.25	£81.33	£86.42	£91.50
31000	£5.17	£10.33	£15.50	£20.67	£25.83	£31.00	£36.17	£41.33	£46.50	£51.67	£56.83	£62.00	£67.17	£72.33	£77.50	£82.67	£87.83	£93.00
31500	£5.25	£10.50	£15.75	£21.00	£26.25	£31.50	£36.75	£42.00	£47.25	£52.50	£57.75	£63.00	£68.25	£73.50	£78.75	£84.00	£89.25	£94.50
32000	£5.33	£10.67	£16.00	£21.33	£26.67	£32.00	£37.33	£42.67	£48.00	£53.33	£58.67	£64.00	£69.33	£74.67	£80.00	£85.33	£90.67	£96.00
32500	£5.42	£10.83	£16.25	£21.67	£27.08	£32.50	£37.92	£43.33	£48.75	£54.17	£59.58	£65.00	£70.42	£75.83	£81.25	£86.67	£92.08	£97.50
33000	£5.50	£11.00	£16.50	£22.00	£27.50	£33.00	£38.50	£44.00	£49.50	£55.00	£60.50	£66.00	£71.50	£77.00	£82.50	£88.00	£93.50	£99.00
33500	£5.58	£11.17	£16.75	£22.33	£27.92	£33.50	£39.08	£44.67	£50.25	£55.83	£61.42	£67.00	£72.58	£78.17	£83.75	£89.33	£94.92	£100.50
34000	£5.67	£11.33	£17.00	£22.67	£28.33	£34.00	£39.67	£45.33	£51.00	£56.67	£62.33	£68.00	£73.67	£79.33	£85.00	£90.67	£96.33	£102.00
34500	£5.75	£11.50	£17.25	£23.00	£28.75	£34.50	£40.25	£46.00	£51.75	£57.50	£63.25	£69.00	£74.75	£80.50	£86.25	£92.00	£97.75	£103.50
35000	£5.83	£11.67	£17.50	£23.33	£29.17	£35.00	£40.83	£46.67	£52.50	£58.33	£64.17	£70.00	£75.83	£81.67	£87.50	£93.33	£99.17	£105.00
35500	£5.92	£11.83	£17.75	£23.67	£29.58	£35.50	£41.42	£47.33	£53.25	£59.17	£65.08	£71.00	£76.92	£82.83	£88.75	£94.67	£100.58	£106.50
36000	£6.00	£12.00	£18.00	£24.00	£30.00	£36.00	£42.00	£48.00	£54.00	£60.00	£66.00	£72.00	£78.00	£84.00	£90.00	£96.00	£102.00	£108.00
36500	£6.08	£12.17	£18.25	£24.33	£30.42	£36.50	£42.58	£48.67	£54.75	£60.83	£66.92	£73.00	£79.08	£85.17	£91.25	£97.33	£103.42	£109.50
37000	£6.17	£12.33	£18.50	£24.67	£30.83	£37.00	£43.17	£49.33	£55.50	£61.67	£67.83	£74.00	£80.17	£86.33	£92.50	£98.67	£104.83	£111.00
37500	£6.25	£12.50	£18.75	£25.00	£31.25	£37.50	£43.75	£50.00	£56.25	£62.50	£68.75	£75.00	£81.25	£87.50	£93.75	£100.00	£106.25	£112.50
38000	£6.33	£12.67	£19.00	£25.33	£31.67	£38.00	£44.33	£50.67	£57.00	£63.33	£69.67	£76.00	£82.33	£88.67	£95.00	£101.33	£107.67	£114.00
38500	£6.42	£12.83	£19.25	£25.67	£32.08	£38.50	£44.92	£51.33	£57.75	£64.17	£70.58	£77.00	£83.42	£89.83	£96.25	£102.67	£109.08	£115.50
39000	£6.50	£13.00	£19.50	£26.00	£32.50	£39.00	£45.50	£52.00	£58.50	£65.00	£71.50	£78.00	£84.50	£91.00	£97.50	£104.00	£110.50	£117.00
39500	£6.58	£13.17	£19.75	£26.33	£32.92	£39.50	£46.08	£52.67	£59.25	£65.83	£72.42	£79.00	£85.58	£92.17	£98.75	£105.33	£111.92	£118.50
40000	£6.67	£13.33	£20.00	£26.67	£33.33	£40.00	£46.67	£53.33	£60.00	£66.67	£73.33	£80.00	£86.67	£93.33	£100.00	£106.67	£113.33	£120.00
40500	£6.75	£13.50	£20.25	£27.00	£33.75	£40.50	£47.25	£54.00	£60.75	£67.50	£74.25	£81.00	£87.75	£94.50	£101.25	£108.00	£114.75	£121.50
41000	£6.83	£13.67	£20.50	£27.33	£34.17	£41.00	£47.83	£54.67	£61.50	£68.33	£75.17	£82.00	£88.83	£95.67	£102.50	£109.33	£116.17	£123.00
41500	£6.92	£13.83	£20.75	£27.67	£34.58	£41.50	£48.42	£55.33	£62.25	£69.17	£76.08	£83.00	£89.92	£96.83	£103.75	£110.67	£117.58	£124.50
42000	£7.00	£14.00	£21.00	£28.00	£35.00	£42.00	£49.00	£56.00	£63.00	£70.00	£77.00	£84.00	£91.00	£98.00	£105.00	£112.00	£119.00	£126.00
42500	£7.08	£14.17	£21.25	£28.33	£35.42	£42.50	£49.58	£56.67	£63.75	£70.83	£77.92	£85.00	£92.08	£99.17	£106.25	£113.33	£120.42	£127.50
43000	£7.17	£14.33	£21.50	£28.67	£35.83	£43.00	£50.17	£57.33	£64.50	£71.67	£78.83	£86.00	£93.17	£100.33	£107.50	£114.67	£121.83	£129.00
43500	£7.25	£14.50	£21.75	£29.00	£36.25	£43.50	£50.75	£58.00	£65.25	£72.50	£79.75	£87.00	£94.25	£101.50	£108.75	£116.00	£123.25	£130.50
44000	£7.33	£14.67	£22.00	£29.33	£36.67	£44.00	£51.33	£58.67	£66.00	£73.33	£80.67	£88.00	£95.33	£102.67	£110.00	£117.33	£124.67	£132.00
44500	£7.42	£14.83	£22.25	£29.67	£37.08	£44.50	£51.92	£59.33	£66.75	£74.17	£81.58	£89.00	£96.42	£103.83	£111.25	£118.67	£126.08	£133.50
45000	£7.50	£15.00	£22.50	£30.00	£37.50	£45.00	£52.50	£60.00	£67.50	£75.00	£82.50	£90.00	£97.50	£105.00	£112.50	£120.00	£127.50	£135.00
45500	£7.58	£15.17	£22.75	£30.33	£37.92	£45.50	£53.08	£60.67	£68.25	£75.83	£83.42	£91.00	£98.58	£106.17	£113.75	£121.33	£128.92	£136.50
46000	£7.67	£15.33	£23.00	£30.67	£38.33	£46.00	£53.67	£61										

20% taxpayer

Monthly tax deduction: 19-37%

P11D / BIK	19%	20%	21%	22%	23%	24%	25%	26%	27%	28%	29%	30%	31%	32%	33%	34%	35%	36%	37%
17500	£55.42	£58.33	£61.25	£64.17	£67.08	£70.00	£72.92	£75.83	£78.75	£81.67	£84.58	£87.50	£90.42	£93.33	£96.25	£99.17	£102.08	£105.00	£107.92
18000	£57.00	£60.00	£63.00	£66.00	£69.00	£72.00	£75.00	£78.00	£81.00	£84.00	£87.00	£90.00	£93.00	£96.00	£99.00	£102.00	£105.00	£108.00	£111.00
18500	£58.58	£61.67	£64.75	£67.83	£70.92	£74.00	£77.08	£80.17	£83.25	£86.33	£89.42	£92.50	£95.58	£98.67	£101.75	£104.83	£107.92	£111.00	£114.08
19000	£60.17	£63.33	£66.50	£69.67	£72.83	£76.00	£79.17	£82.33	£85.50	£88.67	£91.83	£95.00	£98.17	£101.33	£104.50	£107.67	£110.83	£114.00	£117.17
19500	£61.75	£65.00	£68.25	£71.50	£74.75	£78.00	£81.25	£84.50	£87.75	£91.00	£94.25	£97.50	£100.75	£104.00	£107.25	£110.50	£113.75	£117.00	£120.25
20000	£63.33	£66.67	£70.00	£73.33	£76.67	£80.00	£83.33	£86.67	£90.00	£93.33	£96.67	£100.00	£103.33	£106.67	£110.00	£113.33	£116.67	£120.00	£123.33
20500	£64.92	£68.33	£71.75	£75.17	£78.58	£82.00	£85.42	£88.83	£92.25	£95.67	£99.08	£102.50	£105.92	£109.33	£112.75	£116.17	£119.58	£123.00	£126.42
21000	£66.50	£70.00	£73.50	£77.00	£80.50	£84.00	£87.50	£91.00	£94.50	£98.00	£101.50	£105.00	£108.50	£112.00	£115.50	£119.00	£122.50	£126.00	£129.50
21500	£68.08	£71.67	£75.25	£78.83	£82.42	£86.00	£89.58	£93.17	£96.75	£100.33	£103.92	£107.50	£111.08	£114.67	£118.25	£121.83	£125.42	£129.00	£132.58
22000	£69.67	£73.33	£77.00	£80.67	£84.33	£88.00	£91.67	£95.33	£99.00	£102.67	£106.33	£110.00	£113.67	£117.33	£121.00	£124.67	£128.33	£132.00	£135.67
22500	£71.25	£75.00	£78.75	£82.50	£86.25	£90.00	£93.75	£97.50	£101.25	£105.00	£108.75	£112.50	£116.25	£120.00	£123.75	£127.50	£131.25	£135.00	£138.75
23000	£72.83	£76.67	£80.50	£84.33	£88.17	£92.00	£95.83	£99.67	£103.50	£107.33	£111.17	£115.00	£118.83	£122.67	£126.50	£130.33	£134.17	£138.00	£141.83
23500	£74.42	£78.33	£82.25	£86.17	£90.08	£94.00	£97.92	£101.83	£105.75	£109.67	£113.58	£117.50	£121.42	£125.33	£129.25	£133.17	£137.08	£141.00	£144.92
24000	£76.00	£80.00	£84.00	£88.00	£92.00	£96.00	£100.00	£104.00	£108.00	£112.00	£116.00	£120.00	£124.00	£128.00	£132.00	£136.00	£140.00	£144.00	£148.00
24500	£77.58	£81.67	£85.75	£89.83	£93.92	£98.00	£102.08	£106.17	£110.25	£114.33	£118.42	£122.50	£126.58	£130.67	£134.75	£138.83	£142.92	£147.00	£151.08
25000	£79.17	£83.33	£87.50	£91.67	£95.83	£100.00	£104.17	£108.33	£112.50	£116.67	£120.83	£125.00	£129.17	£133.33	£137.50	£141.67	£145.83	£150.00	£154.17
25500	£80.75	£85.00	£89.25	£93.50	£97.75	£102.00	£106.25	£110.50	£114.75	£119.00	£123.25	£127.50	£131.75	£136.00	£140.25	£144.50	£148.75	£153.00	£157.25
26000	£82.33	£86.67	£91.00	£95.33	£99.67	£104.00	£108.33	£112.67	£117.00	£121.33	£125.67	£130.00	£134.33	£138.67	£143.00	£147.33	£151.67	£156.00	£160.33
26500	£83.92	£88.33	£92.75	£97.17	£101.58	£106.00	£110.42	£114.83	£119.25	£123.67	£128.08	£132.50	£136.92	£141.33	£145.75	£150.17	£154.58	£159.00	£163.42
27000	£85.50	£90.00	£94.50	£99.00	£103.50	£108.00	£112.50	£117.00	£121.50	£126.00	£130.50	£135.00	£139.50	£144.00	£148.50	£153.00	£157.50	£162.00	£166.50
27500	£87.08	£91.67	£96.25	£100.83	£105.42	£110.00	£114.58	£119.17	£123.75	£128.33	£132.92	£137.50	£142.08	£146.67	£151.25	£155.83	£160.42	£165.00	£169.58
28000	£88.67	£93.33	£98.00	£102.67	£107.33	£112.00	£116.67	£121.33	£126.00	£130.67	£135.33	£140.00	£144.67	£149.33	£154.00	£158.67	£163.33	£168.00	£172.67
28500	£90.25	£95.00	£99.75	£104.50	£109.25	£114.00	£118.75	£123.50	£128.25	£133.00	£137.75	£142.50	£147.25	£152.00	£156.75	£161.50	£166.25	£171.00	£175.75
29000	£91.83	£96.67	£101.50	£106.33	£111.17	£116.00	£120.83	£125.67	£130.50	£135.33	£140.17	£145.00	£149.83	£154.67	£159.50	£164.33	£169.17	£174.00	£178.83
29500	£93.42	£98.33	£103.25	£108.17	£113.08	£118.00	£122.92	£127.83	£132.75	£137.67	£142.58	£147.50	£152.42	£157.33	£162.25	£167.17	£172.08	£177.00	£181.92
30000	£95.00	£100.00	£105.00	£110.00	£115.00	£120.00	£125.00	£130.00	£135.00	£140.00	£145.00	£150.00	£155.00	£160.00	£165.00	£170.00	£175.00	£180.00	£185.00
30500	£96.58	£101.67	£106.75	£111.83	£116.92	£122.00	£127.08	£132.17	£137.25	£142.33	£147.42	£152.50	£157.58	£162.67	£167.75	£172.83	£177.92	£183.00	£188.08
31000	£98.17	£103.33	£108.50	£113.67	£118.83	£124.00	£129.17	£134.33	£139.50	£144.67	£149.83	£155.00	£160.17	£165.33	£170.50	£175.67	£180.83	£186.00	£191.17
31500	£99.75	£105.00	£110.25	£115.50	£120.75	£126.00	£131.25	£136.50	£141.75	£147.00	£152.25	£157.50	£162.75	£168.00	£173.25	£178.50	£183.75	£189.00	£194.25
32000	£101.33	£106.67	£112.00	£117.33	£122.67	£128.00	£133.33	£138.67	£144.00	£149.33	£154.67	£160.00	£165.33	£170.67	£176.00	£181.33	£186.67	£192.00	£197.33
32500	£102.92	£108.33	£113.75	£119.17	£124.58	£130.00	£135.42	£140.83	£146.25	£151.67	£157.08	£162.50	£167.92	£173.33	£178.75	£184.17	£189.58	£195.00	£200.42
33000	£104.50	£110.00	£115.50	£121.00	£126.50	£132.00	£137.50	£143.00	£148.50	£154.00	£159.50	£165.00	£170.50	£176.00	£181.50	£187.00	£192.50	£198.00	£203.50
33500	£106.08	£111.67	£117.25	£122.83	£128.42	£134.00	£139.58	£145.17	£150.75	£156.33	£161.92	£167.50	£173.08	£178.67	£184.25	£189.83	£195.42	£201.00	£206.58
34000	£107.67	£113.33	£119.00	£124.67	£130.33	£136.00	£141.67	£147.33	£153.00	£158.67	£164.33	£170.00	£175.67	£181.33	£187.00	£192.67	£198.33	£204.00	£209.67
34500	£109.25	£115.00	£120.75	£126.50	£132.25	£138.00	£143.75	£149.50	£155.25	£161.00	£166.75	£172.50	£178.25	£184.00	£189.75	£195.50	£201.25	£207.00	£212.75
35000	£110.83	£116.67	£122.50	£128.33	£134.17	£140.00	£145.83	£151.67	£157.50	£163.33	£169.17	£175.00	£180.83	£186.67	£192.50	£198.33	£204.17	£210.00	£215.83
35500	£112.42	£118.33	£124.25	£130.17	£136.08	£142.00	£147.92	£153.83	£159.75	£165.67	£171.58	£177.50	£183.42	£189.33	£195.25	£201.17	£207.08	£213.00	£218.92
36000	£114.00	£120.00	£126.00	£132.00	£138.00	£144.00	£150.00	£156.00	£162.00	£168.00	£174.00	£180.00	£186.00	£192.00	£198.00	£204.00	£210.00	£216.00	£222.00
36500	£115.58	£121.67	£127.75	£133.83	£139.92	£146.00	£152.08	£158.17	£164.25	£170.33	£176.42	£182.50	£188.58	£194.67	£200.75	£206.83	£212.92	£219.00	£225.08
37000	£117.17	£123.33	£129.50	£135.67	£141.83	£148.00	£154.17	£160.33	£166.50	£172.67	£178.83	£185.00	£191.17	£197.33	£203.50	£209.67	£215.83	£222.00	£228.17
37500	£118.75	£125.00	£131.25	£137.50	£143.75	£150.00	£156.25	£162.50	£168.75	£175.00	£181.25	£187.50	£193.75	£200.00	£206.25	£212.50	£218.75	£225.00	£231.25
38000	£120.33	£126.67	£133.00	£139.33	£145.67	£152.00	£158.33	£164.67	£171.00	£177.33	£183.67	£190.00	£196.33	£202.67	£209.00	£215.33	£221.67	£228.00	£234.33
38500	£121.92	£128.33	£134.75	£141.17	£147.58	£154.00	£160.42	£166.83	£173.25	£179.67	£186.08	£192.50	£198.92	£205.33	£211.75	£218.17	£224.58	£231.00	£237.42
39000	£123.50	£130.00	£136.50	£143.00	£149.50	£156.00	£162.50	£169.00	£175.50	£182.00	£188.50	£195.00	£201.50	£208.00	£214.50	£221.00	£227.50	£234.00	£240.50
39500	£125.08	£131.67	£138.25	£144.83	£151.42	£158.00	£164.58	£171.17	£177.75	£184.33	£190.92	£197.50	£204.08	£210.67	£217.25	£223.83	£230.42	£237.00	£243.58
40000	£126.67	£133.33	£140.00	£146.67	£153.33	£160.00	£166.67	£173.33	£180.00	£186.67	£193.33	£200.00	£206.67	£213.33	£220.00	£226.67	£233.33	£240.00	£246.67
40500	£128.25	£135.00	£141.75	£148.50	£155.25	£162.00	£168.75	£175.50	£182.25	£189.00	£195.75	£202.50	£209.25	£216.00	£222.75	£229.50	£236.25	£243.00	£249.75
41000	£129.83	£136.67	£143.50	£150.33	£157.17	£164.00	£170.83	£177.67	£184.50	£191.33	£198.17	£205.00	£211.83	£218.67	£225.50	£232.33	£239.17	£246.00	£252.83
41500	£131.42	£138.33	£145.25	£152.17	£159.08	£166.00	£172.92	£179.83	£186.75	£193.67	£200.58	£207.50	£214.42	£221.33	£228.25	£235.17	£242.08	£249.00	£255.92
42000	£133.00	£140.00	£147.00	£154.00	£161.00	£168.00	£175.00	£182.00	£189.00	£196.00	£203.00	£210.00	£217.00	£224.00	£231.00	£238.00	£245.00	£252.00	£259.00
42500	£134.58	£141.67	£148.75	£155.83	£162.92	£170.00	£177.08	£184.17	£191.25	£198.33	£205.42	£212.50	£219.58	£226.67	£233.75	£240.83	£247.92	£255.00	£262.08
430																			

40% taxpayer

Monthly tax deduction: 1-18%

P11D / BIK	1%	2%	3%	4%	5%	6%	7%	8%	9%	10%	11%	12%	13%	14%	15%	16%	17%	18%
17500	£5.83	£11.67	£17.50	£23.33	£29.17	£35.00	£40.83	£46.67	£52.50	£58.33	£64.17	£70.00	£75.83	£81.67	£87.50	£93.33	£99.17	£105.00
18000	£6.00	£12.00	£18.00	£24.00	£30.00	£36.00	£42.00	£48.00	£54.00	£60.00	£66.00	£72.00	£78.00	£84.00	£90.00	£96.00	£102.00	£108.00
18500	£6.17	£12.33	£18.50	£24.67	£30.83	£37.00	£43.17	£49.33	£55.50	£61.67	£67.83	£74.00	£80.17	£86.33	£92.50	£98.67	£104.83	£111.00
19000	£6.33	£12.67	£19.00	£25.33	£31.67	£38.00	£44.33	£50.67	£57.00	£63.33	£69.67	£76.00	£82.33	£88.67	£95.00	£101.33	£107.67	£114.00
19500	£6.50	£13.00	£19.50	£26.00	£32.50	£39.00	£45.50	£52.00	£58.50	£65.00	£71.50	£78.00	£84.50	£91.00	£97.50	£104.00	£110.50	£117.00
20000	£6.67	£13.33	£20.00	£26.67	£33.33	£40.00	£46.67	£53.33	£60.00	£66.67	£73.33	£80.00	£86.67	£93.33	£100.00	£106.67	£113.33	£120.00
20500	£6.83	£13.67	£20.50	£27.33	£34.17	£41.00	£47.83	£54.67	£61.50	£68.33	£75.17	£82.00	£88.83	£95.67	£102.50	£109.33	£116.17	£123.00
21000	£7.00	£14.00	£21.00	£28.00	£35.00	£42.00	£49.00	£56.00	£63.00	£70.00	£77.00	£84.00	£91.00	£98.00	£105.00	£112.00	£119.00	£126.00
21500	£7.17	£14.33	£21.50	£28.67	£35.83	£43.00	£50.17	£57.33	£64.50	£71.67	£78.83	£86.00	£93.17	£100.33	£107.50	£114.67	£121.83	£129.00
22000	£7.33	£14.67	£22.00	£29.33	£36.67	£44.00	£51.33	£58.67	£66.00	£73.33	£80.67	£88.00	£95.33	£102.67	£110.00	£117.33	£124.67	£132.00
22500	£7.50	£15.00	£22.50	£30.00	£37.50	£45.00	£52.50	£60.00	£67.50	£75.00	£82.50	£90.00	£97.50	£105.00	£112.50	£120.00	£127.50	£135.00
23000	£7.67	£15.33	£23.00	£30.67	£38.33	£46.00	£53.67	£61.33	£69.00	£76.67	£84.33	£92.00	£99.67	£107.33	£115.00	£122.67	£130.33	£138.00
23500	£7.83	£15.67	£23.50	£31.33	£39.17	£47.00	£54.83	£62.67	£70.50	£78.33	£86.17	£94.00	£101.83	£109.67	£117.50	£125.33	£133.17	£141.00
24000	£8.00	£16.00	£24.00	£32.00	£40.00	£48.00	£56.00	£64.00	£72.00	£80.00	£88.00	£96.00	£104.00	£112.00	£120.00	£128.00	£136.00	£144.00
24500	£8.17	£16.33	£24.50	£32.67	£40.83	£49.00	£57.17	£65.33	£73.50	£81.67	£89.83	£98.00	£106.17	£114.33	£122.50	£130.67	£138.83	£147.00
25000	£8.33	£16.67	£25.00	£33.33	£41.67	£50.00	£58.33	£66.67	£75.00	£83.33	£91.67	£100.00	£108.33	£116.67	£125.00	£133.33	£141.67	£150.00
25500	£8.50	£17.00	£25.50	£34.00	£42.50	£51.00	£59.50	£68.00	£76.50	£85.00	£93.50	£102.00	£110.50	£119.00	£127.50	£136.00	£144.50	£153.00
26000	£8.67	£17.33	£26.00	£34.67	£43.33	£52.00	£60.67	£69.33	£78.00	£86.67	£95.33	£104.00	£112.67	£121.33	£130.00	£138.67	£147.33	£156.00
26500	£8.83	£17.67	£26.50	£35.33	£44.17	£53.00	£61.83	£70.67	£79.50	£88.33	£97.17	£106.00	£114.83	£123.67	£132.50	£141.33	£150.17	£159.00
27000	£9.00	£18.00	£27.00	£36.00	£45.00	£54.00	£63.00	£72.00	£81.00	£90.00	£99.00	£108.00	£117.00	£126.00	£135.00	£144.00	£153.00	£162.00
27500	£9.17	£18.33	£27.50	£36.67	£45.83	£55.00	£64.17	£73.33	£82.50	£91.67	£100.83	£110.00	£119.17	£128.33	£137.50	£146.67	£155.83	£165.00
28000	£9.33	£18.67	£28.00	£37.33	£46.67	£56.00	£65.33	£74.67	£84.00	£93.33	£102.67	£112.00	£121.33	£130.67	£140.00	£149.33	£158.67	£168.00
28500	£9.50	£19.00	£28.50	£38.00	£47.50	£57.00	£66.50	£76.00	£85.50	£95.00	£104.50	£114.00	£123.50	£133.00	£142.50	£93.33	£99.17	£171.00
29000	£9.67	£19.33	£29.00	£38.67	£48.33	£58.00	£67.67	£77.33	£87.00	£96.67	£106.33	£116.00	£125.67	£135.33	£145.00	£96.00	£102.00	£174.00
29500	£9.83	£19.67	£29.50	£39.33	£49.17	£59.00	£68.83	£78.67	£88.50	£98.33	£108.17	£118.00	£127.83	£137.67	£147.50	£98.67	£104.83	£177.00
30000	£10.00	£20.00	£30.00	£40.00	£50.00	£60.00	£70.00	£80.00	£90.00	£100.00	£110.00	£120.00	£130.00	£140.00	£150.00	£101.33	£107.67	£180.00
30500	£10.17	£20.33	£30.50	£40.67	£50.83	£61.00	£71.17	£81.33	£91.50	£101.67	£111.83	£122.00	£132.17	£142.33	£152.50	£104.00	£110.50	£183.00
31000	£10.33	£20.67	£31.00	£41.33	£51.67	£62.00	£72.33	£82.67	£93.00	£103.33	£113.67	£124.00	£134.33	£144.67	£155.00	£106.67	£113.33	£186.00
31500	£10.50	£21.00	£31.50	£42.00	£52.50	£63.00	£73.50	£84.00	£94.50	£105.00	£115.50	£126.00	£136.50	£147.00	£157.50	£109.33	£116.17	£189.00
32000	£10.67	£21.33	£32.00	£42.67	£53.33	£64.00	£74.67	£85.33	£96.00	£106.67	£117.33	£128.00	£138.67	£149.33	£160.00	£112.00	£119.00	£192.00
32500	£10.83	£21.67	£32.50	£43.33	£54.17	£65.00	£75.83	£86.67	£97.50	£108.33	£119.17	£130.00	£140.83	£151.67	£162.50	£114.67	£121.83	£195.00
33000	£11.00	£22.00	£33.00	£44.00	£55.00	£66.00	£77.00	£88.00	£99.00	£110.00	£121.00	£132.00	£143.00	£154.00	£165.00	£117.33	£124.67	£198.00
33500	£11.17	£22.33	£33.50	£44.67	£55.83	£67.00	£78.17	£89.33	£100.50	£111.67	£122.83	£134.00	£145.17	£156.33	£167.50	£120.00	£127.50	£201.00
34000	£11.33	£22.67	£34.00	£45.33	£56.67	£68.00	£79.33	£90.67	£102.00	£113.33	£124.67	£136.00	£147.33	£158.67	£170.00	£122.67	£130.33	£204.00
34500	£11.50	£23.00	£34.50	£46.00	£57.50	£69.00	£80.50	£92.00	£103.50	£115.00	£126.50	£138.00	£149.50	£161.00	£172.50	£125.33	£133.17	£207.00
35000	£11.67	£23.33	£35.00	£46.67	£58.33	£70.00	£81.67	£93.33	£105.00	£116.67	£128.33	£140.00	£151.67	£163.33	£175.00	£128.00	£136.00	£210.00
35500	£11.83	£23.67	£35.50	£47.33	£59.17	£71.00	£82.83	£94.67	£106.50	£118.33	£130.17	£142.00	£153.83	£165.67	£177.50	£130.67	£138.83	£213.00
36000	£12.00	£24.00	£36.00	£48.00	£60.00	£72.00	£84.00	£96.00	£108.00	£120.00	£132.00	£144.00	£156.00	£168.00	£180.00	£133.33	£141.67	£216.00
36500	£12.17	£24.33	£36.50	£48.67	£60.83	£73.00	£85.17	£97.33	£109.50	£121.67	£133.83	£146.00	£158.17	£170.33	£182.50	£93.33	£99.17	£219.00
37000	£12.33	£24.67	£37.00	£49.33	£61.67	£74.00	£86.33	£98.67	£111.00	£123.33	£135.67	£148.00	£160.33	£172.67	£185.00	£96.00	£102.00	£222.00
37500	£12.50	£25.00	£37.50	£50.00	£62.50	£75.00	£87.50	£100.00	£112.50	£125.00	£137.50	£150.00	£162.50	£175.00	£187.50	£98.67	£104.83	£225.00
38000	£12.67	£25.33	£38.00	£50.67	£63.33	£76.00	£88.67	£101.33	£114.00	£126.67	£139.33	£152.00	£164.67	£177.33	£190.00	£101.33	£107.67	£228.00
38500	£12.83	£25.67	£38.50	£51.33	£64.17	£77.00	£89.83	£102.67	£115.50	£128.33	£141.17	£154.00	£166.83	£179.67	£192.50	£104.00	£110.50	£231.00
39000	£13.00	£26.00	£39.00	£52.00	£65.00	£78.00	£91.00	£104.00	£117.00	£130.00	£143.00	£156.00	£169.00	£182.00	£195.00	£106.67	£113.33	£234.00
39500	£13.17	£26.33	£39.50	£52.67	£65.83	£79.00	£92.17	£105.33	£118.50	£131.67	£144.83	£158.00	£171.17	£184.33	£197.50	£109.33	£116.17	£237.00
40000	£13.33	£26.67	£40.00	£53.33	£66.67	£80.00	£93.33	£106.67	£120.00	£133.33	£146.67	£160.00	£173.33	£186.67	£200.00	£112.00	£119.00	£240.00
40500	£13.50	£27.00	£40.50	£54.00	£67.50	£81.00	£94.50	£108.00	£121.50	£135.00	£148.50	£162.00	£175.50	£189.00	£202.50	£114.67	£121.83	£243.00
41000	£13.67	£27.33	£41.00	£54.67	£68.33	£82.00	£95.67	£109.33	£123.00	£136.67	£150.33	£164.00	£177.67	£191.33	£205.00	£117.33	£124.67	£246.00
41500	£13.83	£27.67	£41.50	£55.33	£69.17	£83.00	£96.83	£110.67	£124.50	£138.33	£152.17	£166.00	£179.83	£193.67	£207.50	£93.33	£99.17	£249.00
42000	£14.00	£28.00	£42.00	£56.00	£70.00	£84.00	£98.00	£112.00	£126.00	£140.00	£154.00	£168.00	£182.00	£196.00	£210.00	£96.00	£102.00	£252.00
42500	£14.17	£28.33	£42.50	£56.67	£70.83	£85.00	£99.17	£113.33	£127.50	£141.67	£155.83	£170.00	£184.17	£198.33	£212.50	£98.67	£104.83	£255.00
43000	£14.33	£28.67	£43.00	£57.33	£71.67	£86.00	£100.33	£114.67	£129.00	£143.33	£157.67	£172.00	£186.33	£200.67	£215.00	£101.33	£107.67	£258.00
43500	£14.50	£29.00	£43.50	£58.00	£72.50	£87.00	£101.50	£116.00	£130.50	£145.00	£159.50	£174.00	£188.50	£203.00	£217.50	£104.00	£110.50	£261.00
44000	£14.67	£29.33	£44.00	£58.67	£73.33	£88.00	£102.67	£117.33	£132.00	£146.67	£161.33	£176.00	£190.67	£205.33	£220.00	£106.67	£113.33	£264.00
44500	£14.83	£29.67	£44.50	£59.33	£74.17	£89.00	£103.83	£118.67	£133.50	£148.33	£163.17	£178.00	£192.83	£207.67	£222.50	£109.33	£116.17	£267.00
45000	£15.00	£30.00	£45.00	£60.00	£75.00	£90.00	£105.00	£120.00</										

40% taxpayer

Monthly tax deduction: 19-37%

P11D / BIK	19%	20%	21%	22%	23%	24%	25%	26%	27%	28%	29%	30%	31%	32%	33%	34%	35%	36%	37%
17500	£110.83	£116.67	£122.50	£128.33	£134.17	£140.00	£145.83	£151.67	£157.50	£163.33	£169.17	£175.00	£180.83	£186.67	£192.50	£198.33	£204.17	£210.00	£215.83
18000	£114.00	£120.00	£126.00	£132.00	£138.00	£144.00	£150.00	£156.00	£162.00	£168.00	£174.00	£180.00	£186.00	£192.00	£198.00	£204.00	£210.00	£216.00	£222.00
18500	£117.17	£123.33	£129.50	£135.67	£141.83	£148.00	£154.17	£160.33	£166.50	£172.67	£178.83	£185.00	£191.17	£197.33	£203.50	£209.67	£215.83	£222.00	£228.17
19000	£120.33	£126.67	£133.00	£139.33	£145.67	£152.00	£158.33	£164.67	£171.00	£177.33	£183.67	£190.00	£196.33	£202.67	£209.00	£215.33	£221.67	£228.00	£234.33
19500	£123.50	£130.00	£136.50	£143.00	£149.50	£156.00	£162.50	£169.00	£175.50	£182.00	£188.50	£195.00	£201.50	£208.00	£214.50	£221.00	£227.50	£234.00	£240.50
20000	£126.67	£133.33	£140.00	£146.67	£153.33	£160.00	£166.67	£173.33	£180.00	£186.67	£193.33	£200.00	£206.67	£213.33	£220.00	£226.67	£233.33	£240.00	£246.67
20500	£129.83	£136.67	£143.50	£150.33	£157.17	£164.00	£170.83	£177.67	£184.50	£191.33	£198.17	£205.00	£211.83	£218.67	£225.50	£232.33	£239.17	£246.00	£252.83
21000	£133.00	£140.00	£147.00	£154.00	£161.00	£168.00	£175.00	£182.00	£189.00	£196.00	£203.00	£210.00	£217.00	£224.00	£231.00	£238.00	£245.00	£252.00	£259.00
21500	£136.17	£143.33	£150.50	£157.67	£164.83	£172.00	£179.17	£186.33	£193.50	£200.67	£207.83	£215.00	£222.17	£229.33	£236.50	£243.67	£250.83	£258.00	£265.17
22000	£139.33	£146.67	£154.00	£161.33	£168.67	£176.00	£183.33	£190.67	£198.00	£205.33	£212.67	£220.00	£227.33	£234.67	£242.00	£249.33	£256.67	£264.00	£271.33
22500	£142.50	£150.00	£157.50	£165.00	£172.50	£180.00	£187.50	£195.00	£202.50	£210.00	£217.50	£225.00	£232.50	£240.00	£247.50	£255.00	£262.50	£270.00	£277.50
23000	£145.67	£153.33	£161.00	£168.67	£176.33	£184.00	£191.67	£199.33	£207.00	£214.67	£222.33	£230.00	£237.67	£245.33	£253.00	£260.67	£268.33	£276.00	£283.67
23500	£148.83	£156.67	£164.50	£172.33	£180.17	£188.00	£195.83	£203.67	£211.50	£219.33	£227.17	£235.00	£242.83	£250.67	£258.50	£266.33	£274.17	£282.00	£289.83
24000	£152.00	£160.00	£168.00	£176.00	£184.00	£192.00	£200.00	£208.00	£216.00	£224.00	£232.00	£240.00	£248.00	£256.00	£264.00	£272.00	£280.00	£288.00	£296.00
24500	£155.17	£163.33	£171.50	£179.67	£187.83	£196.00	£204.17	£212.33	£220.50	£228.67	£236.83	£245.00	£253.17	£261.33	£269.50	£277.67	£285.83	£294.00	£302.17
25000	£158.33	£166.67	£175.00	£183.33	£191.67	£200.00	£208.33	£216.67	£225.00	£233.33	£241.67	£250.00	£258.33	£266.67	£275.00	£283.33	£291.67	£300.00	£308.33
25500	£161.50	£170.00	£178.50	£187.00	£195.50	£204.00	£212.50	£221.00	£229.50	£238.00	£246.50	£255.00	£263.50	£272.00	£280.50	£289.00	£297.50	£306.00	£314.50
26000	£164.67	£173.33	£182.00	£190.67	£199.33	£208.00	£216.67	£225.33	£234.00	£242.67	£251.33	£260.00	£268.67	£277.33	£286.00	£294.67	£303.33	£312.00	£320.67
26500	£167.83	£176.67	£185.50	£194.33	£203.17	£212.00	£220.83	£229.67	£238.50	£247.33	£256.17	£265.00	£273.83	£282.67	£291.50	£300.33	£309.17	£318.00	£326.83
27000	£171.00	£180.00	£189.00	£198.00	£207.00	£216.00	£225.00	£234.00	£243.00	£252.00	£261.00	£270.00	£279.00	£288.00	£297.00	£306.00	£315.00	£324.00	£333.00
27500	£174.17	£183.33	£192.50	£201.67	£210.83	£220.00	£229.17	£238.33	£247.50	£256.67	£265.83	£275.00	£284.17	£293.33	£302.50	£311.67	£320.83	£330.00	£339.17
28000	£177.33	£186.67	£196.00	£205.33	£214.67	£224.00	£233.33	£242.67	£252.00	£261.33	£270.67	£280.00	£289.33	£298.67	£308.00	£317.33	£326.67	£336.00	£345.33
28500	£180.50	£190.00	£199.50	£209.00	£218.50	£228.00	£237.50	£247.00	£256.50	£266.00	£275.50	£285.00	£294.50	£304.00	£313.50	£323.00	£332.50	£342.00	£351.50
29000	£183.67	£193.33	£203.00	£212.67	£222.33	£232.00	£241.67	£251.33	£261.00	£270.67	£280.33	£290.00	£299.67	£309.33	£319.00	£328.67	£338.33	£348.00	£357.67
29500	£186.83	£196.67	£206.50	£216.33	£226.17	£236.00	£245.83	£255.67	£265.50	£275.33	£285.17	£295.00	£304.83	£314.67	£324.50	£334.33	£344.17	£354.00	£363.83
30000	£190.00	£200.00	£210.00	£220.00	£230.00	£240.00	£250.00	£260.00	£270.00	£280.00	£290.00	£300.00	£310.00	£320.00	£330.00	£340.00	£350.00	£360.00	£370.00
30500	£193.17	£203.33	£213.50	£223.67	£233.83	£244.00	£254.17	£264.33	£274.50	£284.67	£294.83	£305.00	£315.17	£325.33	£335.50	£345.67	£355.83	£366.00	£376.17
31000	£196.33	£206.67	£217.00	£227.33	£237.67	£248.00	£258.33	£268.67	£279.00	£289.33	£299.67	£310.00	£320.33	£330.67	£341.00	£351.33	£361.67	£372.00	£382.33
31500	£199.50	£210.00	£220.50	£231.00	£241.50	£252.00	£262.50	£273.00	£283.50	£294.00	£304.50	£315.00	£325.50	£336.00	£346.50	£357.00	£367.50	£378.00	£388.50
32000	£202.67	£213.33	£224.00	£234.67	£245.33	£256.00	£266.67	£277.33	£288.00	£298.67	£309.33	£320.00	£330.67	£341.33	£352.00	£362.67	£373.33	£384.00	£394.67
32500	£205.83	£216.67	£227.50	£238.33	£249.17	£260.00	£270.83	£281.67	£292.50	£303.33	£314.17	£325.00	£335.83	£346.67	£357.50	£368.33	£379.17	£390.00	£400.83
33000	£209.00	£220.00	£231.00	£242.00	£253.00	£264.00	£275.00	£286.00	£297.00	£308.00	£319.00	£330.00	£341.00	£352.00	£363.00	£374.00	£385.00	£396.00	£407.00
33500	£212.17	£223.33	£234.50	£245.67	£256.83	£268.00	£279.17	£290.33	£301.50	£312.67	£323.83	£335.00	£346.17	£357.33	£368.50	£379.67	£390.83	£402.00	£413.17
34000	£215.33	£226.67	£238.00	£249.33	£260.67	£272.00	£283.33	£294.67	£306.00	£317.33	£328.67	£340.00	£351.33	£362.67	£374.00	£385.33	£396.67	£408.00	£419.33
34500	£218.50	£230.00	£241.50	£253.00	£264.50	£276.00	£287.50	£299.00	£310.50	£322.00	£333.50	£345.00	£356.50	£368.00	£379.50	£391.00	£402.50	£414.00	£425.50
35000	£221.67	£233.33	£245.00	£256.67	£268.33	£280.00	£291.67	£303.33	£315.00	£326.67	£338.33	£350.00	£361.67	£373.33	£385.00	£396.67	£408.33	£420.00	£431.67
35500	£224.83	£236.67	£248.50	£260.33	£272.17	£284.00	£295.83	£307.67	£319.50	£331.33	£343.17	£355.00	£366.83	£378.67	£390.50	£402.33	£414.17	£426.00	£437.83
36000	£228.00	£240.00	£252.00	£264.00	£276.00	£288.00	£300.00	£312.00	£324.00	£336.00	£348.00	£360.00	£372.00	£384.00	£396.00	£408.00	£420.00	£432.00	£444.00
36500	£231.17	£243.33	£255.50	£267.67	£279.83	£292.00	£304.17	£316.33	£328.50	£340.67	£352.83	£365.00	£377.17	£389.33	£401.50	£413.67	£425.83	£438.00	£450.17
37000	£234.33	£246.67	£259.00	£271.33	£283.67	£296.00	£308.33	£320.67	£333.00	£345.33	£357.67	£370.00	£382.33	£394.67	£407.00	£419.33	£431.67	£444.00	£456.33
37500	£237.50	£250.00	£262.50	£275.00	£287.50	£300.00	£312.50	£325.00	£337.50	£350.00	£362.50	£375.00	£387.50	£400.00	£412.50	£425.00	£437.50	£450.00	£462.50
38000	£240.67	£253.33	£266.00	£278.67	£291.33	£304.00	£316.67	£329.33	£342.00	£354.67	£367.33	£380.00	£392.67	£405.33	£418.00	£430.67	£443.33	£456.00	£468.67
38500	£243.83	£256.67	£269.50	£282.33	£295.17	£308.00	£320.83	£333.67	£346.50	£359.33	£372.17	£385.00	£397.83	£410.67	£423.50	£436.33	£449.17	£462.00	£474.83
39000	£247.00	£260.00	£273.00	£286.00	£299.00	£312.00	£325.00	£338.00	£351.00	£364.00	£377.00	£390.00	£403.00	£416.00	£429.00	£442.00	£455.00	£468.00	£481.00
39500	£250.17	£263.33	£276.50	£289.67	£302.83	£316.00	£329.17	£342.33	£355.50	£368.67	£381.83	£395.00	£408.17	£421.33	£434.50	£447.67	£460.83	£474.00	£487.17
40000	£253.33	£266.67	£280.00	£293.33	£306.67	£320.00	£333.33	£346.67	£360.00	£373.33	£386.67	£400.00	£413.33	£426.67	£440.00	£453.33	£466.67	£480.00	£493.33
40500	£256.50	£270.00	£283.50	£297.00	£310.50	£324.00	£337.50	£351.00	£364.50	£378.00	£391.50	£405.00	£418.50	£432.00	£445.50	£459.00	£472.50	£486.00	£499.50
41000	£259.67	£273.33	£287.00	£300.67	£314.33	£328.00	£341.67	£355.33	£369.00	£382.67	£396.33	£410.00	£423.67	£437.33	£451.00	£464.67	£478.33	£492.00	£505.67
41500	£262.83	£276.67	£290.50	£304.33	£318.17	£332.00	£345.83	£359.67	£373.50	£387.33	£401.17	£415.00	£428.83	£442.67	£456.50	£470.33	£484.17	£498.00	£511.83
42000	£266.00	£280.00	£294.00	£308.00	£322.00	£336.00	£350.00	£364.00	£378.00	£392.00	£406.00	£420.00	£434.00	£448.00	£462.00	£476.00	£490.00	£504.00	£518.00
42500	£269.17	£283.33	£297.50	£311															