## Table of Contents

Acknowledgements		8
		:
Summary of Recommendations		ç
Section 1: Introduction		10
1.1 Mandate		
1.2 Guiding Principles		
1.3 Publicity of Review and Summary of Evidence Gathered		
1.4 Principle Areas of Concern		13
1.41 Thicipie Aleas of Concern		15
Section 2: Evidence		16
2.1 Current MLA Compensation and Benefit Package		
2.2 The Role of an MLA		17
2.3 The Highs and Lows of the Position of MLA		19
2.4 Fair Componention		22
2.4 Fair Compensation		
2.5 The Use of Comparators		
2.6 Hay Group Report	······································	28
2.7 Aon Hewitt Report		30
Section 3: Conclusions and Recommendations	·	32
3.1 Base Salary		
3.2 Offices Other Than MLA		
3.3 Tax-Free Allowance		39
3.4 Transition Allowance		41
3.5 Pension		43
3.6 Other Benefits		
3.7 Indexing		48
3.8 Future Review		
3.9 Implications of Recommendations		