

Every Letter Right: sample pack

What a pay review exercise looks like at the end: the cover email, one employee's letter, the sign-off sheet and the reconciliation log. Everything here uses dummy data. Live exercises use your templates, your rules and your data, on your systems.

The exercise

Exercise	Annual pay review, effective 1 April 2027
Employees	500
Versions	A: exceptional, 4.5% · B: standard, 2.5% · C: not eligible, joined after 1 January
Delivery	Emailed from the organisation's own mailbox, or filed for each manager to issue
Issue date	Tuesday 9 March 2027

Sign-off before issue

Version	Sample checked by	Approved by	Date
A	HR Business Partner	Head of Reward	4 March 2027
B	HR Business Partner	Head of Reward	4 March 2027
C	HR Business Partner	Head of Reward	4 March 2027

Each version is approved from a filled-in sample, read as an employee would read it. Any change after sign-off means the affected samples are approved again before anything is issued.

Cover email (version B)

From: People & Development <people@harbour.example>
To: Daniel Okonkwo
Subject: Your pay review outcome for 2027

Dear Daniel,

Thank you for your contribution over the past year. Your pay review letter is attached, setting out your new salary from 1 April 2027.

If you have any questions, please speak to your manager or reply to this email.

People & Development

Letter (version B)

Harbour Logistics Ltd · People & Development

9 March 2027

Dear Daniel,

Pay review 2027

Following this year's pay review, I'm pleased to confirm a standard increase of 2.5% to your salary. From 1 April 2027 your salary will be £30,186 a year, up from £29,450.

Your new salary will show in your April pay. All other terms of your employment stay the same.

Yours sincerely,

Head of Reward
Harbour Logistics Ltd

Reconciliation log (extract)

Ref	Employee	Version	New salary	Issued
EMP-0410	Priya Shah	A	£35,749	Emailed 09:02
EMP-0411	Daniel Okonkwo	B	£30,186	Emailed 09:02
EMP-0412	Owen Price	C	£41,880	Filed for manager
EMP-0413	Jasmine Oyelaran	B	£45,213	Emailed 09:03
EMP-0414	Clara Barnes	A	£31,643	Emailed 09:03
EMP-0415	Martin Fletcher	B	£32,349	Filed for manager

- 500 rows in the source data; 500 letters made; 500 issued: 412 emailed, 88 filed for managers.
- Every letter checked against its source row before issue: name, version, figures and recipient.
- Two email bounces, re-sent to the correct address the same morning and logged.
- Working files deleted on 23 March 2027, as agreed at scoping.