

# Cost Attribution Methodologies

For the year ended 31 December 2014

Sure (Guernsey) Limited

## Introduction

The purpose of the CAM (Cost Attribution Methodologies) document is to provide an understanding of the methodologies used in the Accounting Separation processes to attribute revenues, costs and mean capital employed to the Businesses of the Regulatory Statements of Sure (Guernsey) Limited ('Sure'), as described in Section 2 of the accompanying Accounting Documents.

Sure made use of 102 apportionment bases ('drivers') in 2014. A driver is used where a cost/revenue has no one-to-one association with the next level within the costing model. This occurs where the value relates to more than one business activity or product/service and therefore needs to be split across a range of accounts or services. Further understanding of the logic used in the apportionment of revenues and costs can be found in Section 3 of the Accounting Documents.

For each driver the following summary information is provided:

- Driver name – The name of the cost/revenue account within Sure's costing system;
- Methodology overview – A brief description of the type of cost/revenue being analysed and the methodology used to apportion the value(s) across the appropriate accounts within the costing system;
- Data Sources – A guide as to the type of system or data used in the preparation of the driver analysis.

The detailed information provides the system generated associations, in a tabular format, between the source (i.e. the account relating to the cost/revenue to be apportioned) and the destinations (the range of accounts over which the value is to be split). The 'Split Value' and 'To Each' columns are not reported within the CAM. It should be noted that a driver can be used to apportion more than one type of cost/revenue, such as that shown for the consultancy driver (ref. R1-CQa).

Sure produces a separate DAM (Detailed Attribution Methodologies) document, which provides more detailed instructions as to how to undertake each driver requirement. It contains the precise results for each driver and for this reason is only available to the Guernsey Competition and Regulatory Authority, due to the confidentiality of much of the information (product revenues, detailed call minute data, subscriber numbers, etc.).

**DRIVER:** Total Underground Network

**Methodology overview:** This complex driver splits the duct, cable and trench costs between the Access and Core Businesses. The calculations are based on analysis of the whole underground network across the Bailiwick of Guernsey.

**Data Sources:** GIS system

DRIVER REF:	SOURCE REF:	SOURCE:	SPLIT VALUE:	DESTINATION REF:	DESTINATION:	TO EACH:
A2-ACa	A2-AN1	Total Underground Network		A3-AN4	Cable & Duct - Cable Heads	
A2-ACa	A2-AN1	Total Underground Network		A3-AN3	Cable & Duct - SDH Network	
A2-ACa	A2-AN1	Total Underground Network		A3-AN2	Cable & Duct MPLS Network	
A2-ACa	A2-AN1	Total Underground Network		A9-AN6	Local Access Network - Infrastructure	

**DRIVER: Local Access Network - Customer Connectivity**

**Methodology overview:** The driver apportions the local Access Network customer connectivity costs across fixed network connection services. This is based on a calculation of the labour time to install/shift/cease each type of line, factored by the number of installs/shifts/ceases in the period.

**Data Sources:** Fixed network works order system, Staff Analysis

DRIVER REF:	SOURCE REF:	SOURCE:	SPLIT VALUE:	DESTINATION REF:	DESTINATION:	TO EACH:
A9-ACb	A9-AN5	Local Access Network - Customer Co		C1-R23	ISDN Facilities/Other Services	
A9-ACb	A9-AN5	Local Access Network - Customer Co		C1-R22	ISDN30 Services	
A9-ACb	A9-AN5	Local Access Network - Customer Co		C1-R21	ISDN 2 Services	
A9-ACb	A9-AN5	Local Access Network - Customer Co		C1-R11	Exchange Line Connection	

**DRIVER: Local Access Network - Infrastructure**

**Methodology overview:** The driver splits the costs related to the equipment of the Access Network to the associated rental services listed, based on the number of lines. These are weighted by the number of copper pairs required to provide each service, i.e. one copper pair to provide an exchange line and two copper pairs to provide a 2 Mbit circuit capacity (or above). They are also factored to recognise whether either one or two ends are located outside of an exchange. The costs relate to the on-going maintenance of the Access Network and should therefore be recovered from rental revenue.

**Data Sources:** CIS

DRIVER REF:	SOURCE REF:	SOURCE:	SPLIT VALUE:	DESTINATION REF:	DESTINATION:	TO EACH:
A9-ACc	A9-AN6	Local Access Network - Infrastructure		C1-J70	Sure Jersey Business Services (inclu	
A9-ACc	A9-AN6	Local Access Network - Infrastructure		C1-R12	Exchange Line Rental	
A9-ACc	A9-AN6	Local Access Network - Infrastructure		C1-R21	ISDN 2 Services	
A9-ACc	A9-AN6	Local Access Network - Infrastructure		C1-R22	ISDN30 Services	
A9-ACc	A9-AN6	Local Access Network - Infrastructure		C1-R23	ISDN Facilities/Other Services	
A9-ACc	A9-AN6	Local Access Network - Infrastructure		C1-R71	Local Leased Lines	
A9-ACc	A9-AN6	Local Access Network - Infrastructure		C1-R72	Outside Bailiwick Leased Lines	
A9-ACc	A9-AN6	Local Access Network - Infrastructure		C1-W11	Wholesale Local Leased Lines	
A9-ACc	A9-AN6	Local Access Network - Infrastructure		C1-W12	Wholesale Outside Bailiwick Leased	
A9-ACc	A9-AN6	Local Access Network - Infrastructure		C1-W22	Wholesale Broadband SP	

**DRIVER:** BlackBerry Service

**Methodology overview:** The BlackBerry network, based in Guernsey, is used by Sure in Guernsey, Jersey & IoM (plus the associated business in Seychelles) for the provision of BlackBerry services to end users. The costs of the network are apportioned on the basis of the number of BlackBerry users per island, plus recognition of the type of BlackBerry service provided to each customer.

**Data Sources:** Invoice analysis

DRIVER REF:	SOURCE REF:	SOURCE:	SPLIT VALUE:	DESTINATION REF:	DESTINATION:	TO EACH:
A9-BLa	A9-BL1	BlackBerry Service		C1-J80	Sure Jersey Mobile Services	
A9-BLa	A9-BL1	BlackBerry Service		C1-M80	Sure IoM Mobile Services	
A9-BLa	A9-BL1	BlackBerry Service		C1-R82	Postpay Service	
A9-BLa	A9-BL1	BlackBerry Service		C1-S80	Mobile Products Provided to Other Si	

**DRIVER:** Broadband Equipment

**Methodology overview:** This driver apportions the cost of broadband equipment across its component activities, based on individual analysis of the relevant capital investments.

**Data Sources:** Finance System and Broadband Contracts

DRIVER REF:	SOURCE REF:	SOURCE:	SPLIT VALUE:	DESTINATION REF:	DESTINATION:	TO EACH:
A6-BNa	A6-BN1	Broadband Equipment		A7-BN4	B RAS	
A6-BNa	A6-BN1	Broadband Equipment		A7-BN5	Home Gateway	
A6-BNa	A6-BN1	Broadband Equipment		A7-BN3	MPLS & Management Servers	
A6-BNa	A6-BN1	Broadband Equipment		A9-W23	Wholesale VDSL	

**DRIVER: VEHICLE FLEET COSTS**

**Methodology overview:** The driver apportions vehicle fleet costs across all relevant departments. Sure has streamlined its fleet (this having been achieved through more efficient and focused use of vehicles) so it is no longer considered appropriate to undertake a detailed study of these annual costs. Instead a factor figure is applied to each vehicle to recognise the average costs in relation to vehicles in the fleet with the same characteristics and usage.

**Data Sources:** Vehicle report

DRIVER REF:	SOURCE REF:	SOURCE:	SPLIT VALUE:	DESTINATION REF:	DESTINATION:	TO EACH:
R2-BVa	R2-VEHICLE FLEET COSTS	VEHICLE FLEET COSTS		R8-E3	Access Network (Staff Related)	
R2-BVa	R2-VEHICLE FLEET COSTS	VEHICLE FLEET COSTS		R8-S1	Technical Sales (Staff Related)	
R2-BVa	R2-VEHICLE FLEET COSTS	VEHICLE FLEET COSTS		R8-C3	Customer Operations (Staff Related)	
R2-BVa	R2-VEHICLE FLEET COSTS	VEHICLE FLEET COSTS		R8-E4	Mobile Engineering (Staff Related)	
R2-BVa	R2-VEHICLE FLEET COSTS	VEHICLE FLEET COSTS		R7-F4	Logistics (Staff Related)	
R2-BVa	R2-VEHICLE FLEET COSTS	VEHICLE FLEET COSTS		R6-C1	CEO's Office (Staff Related)	
R2-BVa	R2-VEHICLE FLEET COSTS	VEHICLE FLEET COSTS		R4-E6	IT Engineering (Staff Related)	



**DRIVER: BUILDING COSTS**

**Methodology overview:** This driver apportions network & non-network floor space across departments and functions, based on the space occupied by each of the groups/areas shown below. This driver also apportions department costs for the Facilities group.

**Data Sources:** Building floor plans

DRIVER REF:	SOURCE REF:	SOURCE:	SPLIT VALUE:	DESTINATION REF:	DESTINATION:	TO EACH:
R2-BVb	R2-BUILDING COSTS	BUILDING COSTS		R6-A9	Commercial Division (Staff Related)	
R2-BVb	R2-BUILDING COSTS	BUILDING COSTS		R6-C1	CEO's Office (Staff Related)	
R2-BVb	R2-BUILDING COSTS	BUILDING COSTS		R7-C2	Legal & Regulatory (Staff Related)	
R2-BVb	R2-BUILDING COSTS	BUILDING COSTS		R8-C3	Customer Support Centre (Staff Rela	
R2-BVb	R2-BUILDING COSTS	BUILDING COSTS		R6-C6	Customer Experience (Staff Related)	
R2-BVb	R2-BUILDING COSTS	BUILDING COSTS		R6-C9	Legal & Regulatory Division (Staff Re	
R2-BVb	R2-BUILDING COSTS	BUILDING COSTS		R9-DATA CENTRE HOSTED SERVICES (INC DATA CENTRE HOSTED SERVICE		
R2-BVb	R2-BUILDING COSTS	BUILDING COSTS		R6-E2	Core Engineering (Staff Related)	
R2-BVb	R2-BUILDING COSTS	BUILDING COSTS		R8-E3	Access Network (Staff Related)	
R2-BVb	R2-BUILDING COSTS	BUILDING COSTS		R8-E4	Mobile Engineering (Staff Related)	
R2-BVb	R2-BUILDING COSTS	BUILDING COSTS		R4-E5	IP Engineering (Staff Related)	
R2-BVb	R2-BUILDING COSTS	BUILDING COSTS		R4-E6	IT Engineering (Staff Related)	
R2-BVb	R2-BUILDING COSTS	BUILDING COSTS		R4-E7	Project Management Office (Staff Re	
R2-BVb	R2-BUILDING COSTS	BUILDING COSTS		R7-E8	Service Integrity (Staff Related)	
R2-BVb	R2-BUILDING COSTS	BUILDING COSTS		R4-E9	Service Design (Staff Related)	
R2-BVb	R2-BUILDING COSTS	BUILDING COSTS		R8-F2	Customer Accounts (Staff Related)	
R2-BVb	R2-BUILDING COSTS	BUILDING COSTS		R7-F3	Finance (Staff Related)	
R2-BVb	R2-BUILDING COSTS	BUILDING COSTS		R7-F4	Logistics (Staff Related)	
R2-BVb	R2-BUILDING COSTS	BUILDING COSTS		R8-F5	Business Performance & Assurance	
R2-BVb	R2-BUILDING COSTS	BUILDING COSTS		R8-F7	Carrier Services (Staff Related)	
R2-BVb	R2-BUILDING COSTS	BUILDING COSTS		R6-F9	Customer Service Division (Staff Rel	
R2-BVb	R2-BUILDING COSTS	BUILDING COSTS		R3-H3	Human Resources (Staff Related)	
R2-BVb	R2-BUILDING COSTS	BUILDING COSTS		R8-M1	Product Management (Staff Related)	
R2-BVb	R2-BUILDING COSTS	BUILDING COSTS		R8-M4	Marketing (Staff Related)	
R2-BVb	R2-BUILDING COSTS	BUILDING COSTS		R8-M7	Global Ops (Staff Related)	
R2-BVb	R2-BUILDING COSTS	BUILDING COSTS		R6-M9	Finance Division (Staff Related)	
R2-BVb	R2-BUILDING COSTS	BUILDING COSTS		R9-NETWORK BUILDING COSTS	NETWORK BUILDING COSTS	
R2-BVb	R2-BUILDING COSTS	BUILDING COSTS		R9-STORES ACTIVITIES (GUERNSEY)	STORES ACTIVITIES (GUERNSEY)	
R2-BVb	R2-BUILDING COSTS	BUILDING COSTS		R9-COMMERCIAL PROPERTY	COMMERCIAL PROPERTY	
R2-BVb	R2-BUILDING COSTS	BUILDING COSTS		R8-S1	Technical Sales (Staff Related)	
R2-BVb	R2-BUILDING COSTS	BUILDING COSTS		R8-S2	Retail Sales (Staff Related)	
R2-BVb	R2-BUILDING COSTS	BUILDING COSTS		R8-S3	Information Services (Staff Related)	

**DRIVER: NETWORK BUILDING COSTS**

**Methodology overview:** This driver splits the network building costs to activities and network components based on the space that equipment relevant to each occupies within Sure's buildings.

**Data Sources:** Building floor plans, Equipment Footprint Plans

DRIVER REF:	SOURCE REF:	SOURCE:	SPLIT VALUE:	DESTINATION REF:	DESTINATION:	TO EACH:
R9-BVc	R9-NETWORK BUILDING COSTS	NETWORK BUILDING COSTS		A9-SA4	Transmission Length Traffic	
R9-BVc	R9-NETWORK BUILDING COSTS	NETWORK BUILDING COSTS		A9-MN4	GSM Switch	
R9-BVc	R9-NETWORK BUILDING COSTS	NETWORK BUILDING COSTS		A9-MN7	SMS Local (Non-bulk activity)	
R9-BVc	R9-NETWORK BUILDING COSTS	NETWORK BUILDING COSTS		A9-MN5	Prepay Service	
R9-BVc	R9-NETWORK BUILDING COSTS	NETWORK BUILDING COSTS		A9-MN6	Voicemail Platform	
R9-BVc	R9-NETWORK BUILDING COSTS	NETWORK BUILDING COSTS		A9-MN2	GSM Base Station	
R9-BVc	R9-NETWORK BUILDING COSTS	NETWORK BUILDING COSTS		A9-LR4	Local Leased Lines Rental	
R9-BVc	R9-NETWORK BUILDING COSTS	NETWORK BUILDING COSTS		A9-LR7	Outside Bailiwick Leased Lines Rent:	
R9-BVc	R9-NETWORK BUILDING COSTS	NETWORK BUILDING COSTS		A9-MD1	Mobile Data Services	
R9-BVc	R9-NETWORK BUILDING COSTS	NETWORK BUILDING COSTS		A9-IN1	Internet Backbone	
R9-BVc	R9-NETWORK BUILDING COSTS	NETWORK BUILDING COSTS		A7-MN1	Comverse Platform	
R9-BVc	R9-NETWORK BUILDING COSTS	NETWORK BUILDING COSTS		A7-BN2	MSAN	
R9-BVc	R9-NETWORK BUILDING COSTS	NETWORK BUILDING COSTS		A9-AN6	Local Access Network - Infrastructure	
R9-BVc	R9-NETWORK BUILDING COSTS	NETWORK BUILDING COSTS		A2-SN3	Support Block	
R9-BVc	R9-NETWORK BUILDING COSTS	NETWORK BUILDING COSTS		A8-CC1	Concentrator Hardware	
R9-BVc	R9-NETWORK BUILDING COSTS	NETWORK BUILDING COSTS		A8-LR10	ACE Bearer Circuits Rental	
R9-BVc	R9-NETWORK BUILDING COSTS	NETWORK BUILDING COSTS		A9-R143	Bulk SMS (Outside Bailiwick service)	
R9-BVc	R9-NETWORK BUILDING COSTS	NETWORK BUILDING COSTS		A9-R131	Data Centre Hosted Services (inc. DI	
R9-BVc	R9-NETWORK BUILDING COSTS	NETWORK BUILDING COSTS		A2-SN2	Switch	
R9-BVc	R9-NETWORK BUILDING COSTS	NETWORK BUILDING COSTS		A5-OT2	Outside Bailiwick Transmission	
R9-BVc	R9-NETWORK BUILDING COSTS	NETWORK BUILDING COSTS		A5-SA1	Transmission Link (Equipment)	
R9-BVc	R9-NETWORK BUILDING COSTS	NETWORK BUILDING COSTS		A4-MP1	MPLS Network	
R9-BVc	R9-NETWORK BUILDING COSTS	NETWORK BUILDING COSTS		A6-BN1	Broadband Equipment	

**DRIVER:** Commercial Property

**Methodology overview:** Sure has created a business park in which it sub lets office space to companies in Guernsey. This driver serves to apportion costs relating to that activity.

**Data Sources:** Building floor plans, Supplier invoicing

DRIVER REF:	SOURCE REF:	SOURCE:	SPLIT VALUE:	DESTINATION REF:	DESTINATION:	TO EACH:
R1-BVd	R1-34925AXXXXXX	Property Rents		R2-COMMERCIAL PROPERTY	COMMERCIAL PROPERTY	
R1-BVd	R1-34925AXXXXXX	Property Rents		R2-BUILDING COSTS	BUILDING COSTS	
R1-BVd	R1-34925AXXXXXX	Property Rents		R9-NETWORK BUILDING COSTS	NETWORK BUILDING COSTS	
R1-BVd	R1-34935AXXXXXX	Property Rates and Taxes		R2-COMMERCIAL PROPERTY	COMMERCIAL PROPERTY	
R1-BVd	R1-34935AXXXXXX	Property Rates and Taxes		R2-BUILDING COSTS	BUILDING COSTS	
R1-BVd	R1-34935AXXXXXX	Property Rates and Taxes		R9-NETWORK BUILDING COSTS	NETWORK BUILDING COSTS	
R1-BVd	R1-34201AXXXXXX	Electricity Charges		R2-COMMERCIAL PROPERTY	COMMERCIAL PROPERTY	
R1-BVd	R1-34201AXXXXXX	Electricity Charges		R2-ELECTRICITY	ELECTRICITY	
R1-BVd	R1-34201AXXXXXX	Electricity Charges		R9-NETWORK ELECTRICITY	NETWORK ELECTRICITY	

**DRIVER:** Concentrator Hardware

**Methodology overview:** The driver apportions the concentrator hardware costs between the Access and Core Networks based on analysis of network components. The cost of Access, Core and shared items are each calculated by using supplier price lists, with the line card being considered the boundary point between Access and Core. (The line card is considered Access while anything on the switch side of the line card is considered Core.)

**Data Sources:** Analysis of the concentrator network components.

DRIVER REF:	SOURCE REF:	SOURCE:	SPLIT VALUE:	DESTINATION REF:	DESTINATION:	TO EACH:
A8-CCa	A8-CC1	Concentrator Hardware		A9-CC2	Concentrator (Core Network)	
A8-CCa	A8-CC1	Concentrator Hardware		A9-CC3	Concentrator (Access)	

**DRIVER:** Concentrator (Access)

**Methodology overview:** The driver splits the costs related to the Access element of the concentrator across the services that utilise the component, based on the number of services using that element, plus recognition of costs derived from supplier price lists.

**Data Sources:** Analysis of the concentrator network components.

DRIVER REF:	SOURCE REF:	SOURCE:	SPLIT VALUE:	DESTINATION REF:	DESTINATION:	TO EACH:
A9-CCc	A9-CC3	Concentrator (Access)		C1-R12	Exchange Line Rental	
A9-CCc	A9-CC3	Concentrator (Access)		C1-R23	ISDN Facilities/Other Services	
A9-CCc	A9-CC3	Concentrator (Access)		C1-R21	ISDN 2 Services	
A9-CCc	A9-CC3	Concentrator (Access)		C1-R22	ISDN30 Services	

**DRIVER: Call Data Record (CDR) Analysis**

**Methodology overview:** The driver is used to apportion the costs of call data record (CDR) related network components. Using a single driver for all call conveyance elements provides visibility and aids calculation. More details of this driver methodology can be found in Section 3 of the Accounting Documents.

**Data Sources:** Analysis of call data records and associated route factor calculations.

DRIVER REF:	SOURCE REF:	SOURCE:	SPLIT VALUE:	DESTINATION REF:	DESTINATION:	TO EACH:
A9-CDr	A9-CC2	Concentrator (Core Network)		C1-T22	Fixed Network On-Island Terminati	
A9-CDr	A9-CC2	Concentrator (Core Network)		C1-T25	Fixed Network Off-Island Terminati	
A9-CDr	A9-CC2	Concentrator (Core Network)		C1-T21	Fixed Network On-Island Originatio	
A9-CDr	A9-CC2	Concentrator (Core Network)		C1-J40	Sure Jersey Fixed Network Calls	
A9-CDr	A9-CC2	Concentrator (Core Network)		C1-M40	Sure IoM Fixed Network Calls	
A9-CDr	A9-CC2	Concentrator (Core Network)		C1-J80	Sure Jersey Mobile Services	
A9-CDr	A9-CC2	Concentrator (Core Network)		C1-R48	Fixed Line Calls Charged at Local (	
A9-CDr	A9-CC2	Concentrator (Core Network)		C1-R46	Fixed Line Calls to International Fix	
A9-CDr	A9-CC2	Concentrator (Core Network)		C1-R45	Fixed Line Calls to UK Fixed & Mot	
A9-CDr	A9-CC2	Concentrator (Core Network)		C1-R44	Fixed Line Calls to Jersey Fixed & I	
A9-CDr	A9-CC2	Concentrator (Core Network)		C1-R43	Fixed Line Calls to Local ISPs	
A9-CDr	A9-CC2	Concentrator (Core Network)		C1-R41	Fixed Line Local Geographical Call	
A9-CDr	A9-CC2	Concentrator (Core Network)		C1-R92	Postpay Off-net Calls	
A9-CDr	A9-CC2	Concentrator (Core Network)		C1-R85	Guernsey Visiting Roamers	
A9-CDr	A9-CC2	Concentrator (Core Network)		C1-R51	Fixed Line Calls to Directory Enquie	
A9-CDr	A9-CC2	Concentrator (Core Network)		C1-R50	Fixed Line Calls Charged at Premit	
A9-CDr	A9-CC2	Concentrator (Core Network)		C1-R42	Fixed Line Calls to Local Mobile	
A9-CDr	A9-CC2	Concentrator (Core Network)		C1-R102	Prepay Off-net Calls	
A9-CDr	A9-CC2	Concentrator (Core Network)		C1-R49	Fixed Line Calls Charged at Nation	
A9-CDr	A9-CC2	Concentrator (Core Network)		C1-R47	Fixed Line Calls Free to Calling Cu	
A9-CDr	A9-CC2	Concentrator (Core Network)		C1-R61	Payphone Calls	
A9-CDr	A9-CC2	Concentrator (Core Network)		C1-M80	Sure IoM Mobile Services	
A9-CDr	A9-SN4	Switch		C1-R49	Fixed Line Calls Charged at Nation	
A9-CDr	A9-SN4	Switch		C1-R47	Fixed Line Calls Free to Calling Cu	
A9-CDr	A9-SN4	Switch		C1-R42	Fixed Line Calls to Local Mobile	
A9-CDr	A9-SN4	Switch		C1-R46	Fixed Line Calls to International Fix	
A9-CDr	A9-SN4	Switch		C1-R43	Fixed Line Calls to Local ISPs	
A9-CDr	A9-SN4	Switch		C1-R44	Fixed Line Calls to Jersey Fixed & I	
A9-CDr	A9-SN4	Switch		C1-R41	Fixed Line Local Geographical Call	
A9-CDr	A9-SN4	Switch		C1-R48	Fixed Line Calls Charged at Local (	
A9-CDr	A9-SN4	Switch		C1-R45	Fixed Line Calls to UK Fixed & Mot	
A9-CDr	A9-SN4	Switch		C1-T22	Fixed Network On-Island Terminati	
A9-CDr	A9-SN4	Switch		C1-T23	Fixed Network On-Island Transit	
A9-CDr	A9-SN4	Switch		C1-M80	Sure IoM Mobile Services	
A9-CDr	A9-SN4	Switch		C1-M40	Sure IoM Fixed Network Calls	
A9-CDr	A9-SN4	Switch		C1-J40	Sure Jersey Fixed Network Calls	
A9-CDr	A9-SN4	Switch		C1-J80	Sure Jersey Mobile Services	
A9-CDr	A9-SN4	Switch		C1-T24	Fixed Network Off-Island Transit	
A9-CDr	A9-SN4	Switch		C1-R50	Fixed Line Calls Charged at Premit	
A9-CDr	A9-SN4	Switch		C1-R51	Fixed Line Calls to Directory Enquie	
A9-CDr	A9-SN4	Switch		C1-R94	Postpay Usage While Roaming	
A9-CDr	A9-SN4	Switch		C1-T25	Fixed Network Off-Island Terminati	
A9-CDr	A9-SN4	Switch		C1-T21	Fixed Network On-Island Originatio	
A9-CDr	A9-SN4	Switch		C1-R61	Payphone Calls	
A9-CDr	A9-SN4	Switch		C1-R102	Prepay Off-net Calls	
A9-CDr	A9-SN4	Switch		C1-R104	Prepay Usage While Roaming	

A9-CDr	A9-SN4	Switch	C1-R85	Guernsey Visiting Roamers
A9-CDr	A9-SN4	Switch	C1-R92	Postpay Off-net Calls
A9-CDr	A9-SA3	Transmission Link Traffic	C1-T23	Transit of the Mobile Network
A9-CDr	A9-SA3	Transmission Link Traffic	C1-T24	Fixed Network Off-Island Transit
A9-CDr	A9-SA3	Transmission Link Traffic	C1-R61	Payphone Calls
A9-CDr	A9-SA3	Transmission Link Traffic	C1-R102	Prepay Off-net Calls
A9-CDr	A9-SA3	Transmission Link Traffic	C1-R104	Prepay Usage While Roaming
A9-CDr	A9-SA3	Transmission Link Traffic	C1-M80	Sure IoM Mobile Services
A9-CDr	A9-SA3	Transmission Link Traffic	C1-R41	Fixed Line Local Geographical Call
A9-CDr	A9-SA3	Transmission Link Traffic	C1-R49	Fixed Line Calls Charged at Nation
A9-CDr	A9-SA3	Transmission Link Traffic	C1-R47	Fixed Line Calls Free to Calling Cu
A9-CDr	A9-SA3	Transmission Link Traffic	C1-R48	Fixed Line Calls Charged at Local (
A9-CDr	A9-SA3	Transmission Link Traffic	C1-R45	Fixed Line Calls to UK Fixed & Mot
A9-CDr	A9-SA3	Transmission Link Traffic	C1-R94	Postpay Usage While Roaming
A9-CDr	A9-SA3	Transmission Link Traffic	C1-R51	Fixed Line Calls to Directory Enqui
A9-CDr	A9-SA3	Transmission Link Traffic	C1-R50	Fixed Line Calls Charged at Premit
A9-CDr	A9-SA3	Transmission Link Traffic	C1-R85	Guernsey Visiting Roamers
A9-CDr	A9-SA3	Transmission Link Traffic	C1-R92	Postpay Off-net Calls
A9-CDr	A9-SA3	Transmission Link Traffic	C1-R42	Fixed Line Calls to Local Mobile
A9-CDr	A9-SA3	Transmission Link Traffic	C1-T25	Fixed Network Off-Island Terminati
A9-CDr	A9-SA3	Transmission Link Traffic	C1-T22	Fixed Network On-Island Terminati
A9-CDr	A9-SA3	Transmission Link Traffic	C1-T21	Fixed Network On-Island Originatio
A9-CDr	A9-SA3	Transmission Link Traffic	C1-M40	Sure IoM Fixed Network Calls
A9-CDr	A9-SA3	Transmission Link Traffic	C1-J80	Sure Jersey Mobile Services
A9-CDr	A9-SA3	Transmission Link Traffic	C1-J40	Sure Jersey Fixed Network Calls
A9-CDr	A9-SA3	Transmission Link Traffic	C1-R46	Fixed Line Calls to International Fix
A9-CDr	A9-SA3	Transmission Link Traffic	C1-R44	Fixed Line Calls to Jersey Fixed & I
A9-CDr	A9-SA3	Transmission Link Traffic	C1-R43	Fixed Line Calls to Local ISPs
A9-CDr	A9-SA4	Transmission Length Traffic	C1-T23	Transit of the Mobile Network
A9-CDr	A9-SA4	Transmission Length Traffic	C1-T24	Fixed Network Off-Island Transit
A9-CDr	A9-SA4	Transmission Length Traffic	C1-R61	Payphone Calls
A9-CDr	A9-SA4	Transmission Length Traffic	C1-R102	Prepay Off-net Calls
A9-CDr	A9-SA4	Transmission Length Traffic	C1-R104	Prepay Usage While Roaming
A9-CDr	A9-SA4	Transmission Length Traffic	C1-M80	Sure IoM Mobile Services
A9-CDr	A9-SA4	Transmission Length Traffic	C1-R41	Fixed Line Local Geographical Call
A9-CDr	A9-SA4	Transmission Length Traffic	C1-R49	Fixed Line Calls Charged at Nation
A9-CDr	A9-SA4	Transmission Length Traffic	C1-R47	Fixed Line Calls Free to Calling Cu
A9-CDr	A9-SA4	Transmission Length Traffic	C1-R48	Fixed Line Calls Charged at Local (
A9-CDr	A9-SA4	Transmission Length Traffic	C1-R45	Fixed Line Calls to UK Fixed & Mot
A9-CDr	A9-SA4	Transmission Length Traffic	C1-R94	Postpay Usage While Roaming
A9-CDr	A9-SA4	Transmission Length Traffic	C1-R51	Fixed Line Calls to Directory Enqui
A9-CDr	A9-SA4	Transmission Length Traffic	C1-R50	Fixed Line Calls Charged at Premit
A9-CDr	A9-SA4	Transmission Length Traffic	C1-R85	Guernsey Visiting Roamers
A9-CDr	A9-SA4	Transmission Length Traffic	C1-R92	Postpay Off-net Calls
A9-CDr	A9-SA4	Transmission Length Traffic	C1-R42	Fixed Line Calls to Local Mobile
A9-CDr	A9-SA4	Transmission Length Traffic	C1-T25	Fixed Network Off-Island Terminati
A9-CDr	A9-SA4	Transmission Length Traffic	C1-T22	Fixed Network On-Island Terminati
A9-CDr	A9-SA4	Transmission Length Traffic	C1-T21	Fixed Network On-Island Originatio
A9-CDr	A9-SA4	Transmission Length Traffic	C1-M40	Sure IoM Fixed Network Calls

A9-CDr	A9-SA4	Transmission Length Traffic	C1-J80	Sure Jersey Mobile Services
A9-CDr	A9-SA4	Transmission Length Traffic	C1-J40	Sure Jersey Fixed Network Calls
A9-CDr	A9-SA4	Transmission Length Traffic	C1-R46	Fixed Line Calls to International Fix
A9-CDr	A9-SA4	Transmission Length Traffic	C1-R44	Fixed Line Calls to Jersey Fixed & I
A9-CDr	A9-SA4	Transmission Length Traffic	C1-R43	Fixed Line Calls to Local ISPs
A9-CDr	A9-OT4	Outside Bailiwick Traffic	C1-R61	Payphone Calls
A9-CDr	A9-OT4	Outside Bailiwick Traffic	C1-R102	Prepay Off-net Calls
A9-CDr	A9-OT4	Outside Bailiwick Traffic	C1-R104	Prepay Usage While Roaming
A9-CDr	A9-OT4	Outside Bailiwick Traffic	C1-M80	Sure IoM Mobile Services
A9-CDr	A9-OT4	Outside Bailiwick Traffic	C1-M40	Sure IoM Fixed Network Calls
A9-CDr	A9-OT4	Outside Bailiwick Traffic	C1-J40	Sure Jersey Fixed Network Calls
A9-CDr	A9-OT4	Outside Bailiwick Traffic	C1-J80	Sure Jersey Mobile Services
A9-CDr	A9-OT4	Outside Bailiwick Traffic	C1-T25	Fixed Network Off-Island Terminati
A9-CDr	A9-OT4	Outside Bailiwick Traffic	C1-T24	Fixed Network Off-Island Transit
A9-CDr	A9-OT4	Outside Bailiwick Traffic	C1-R85	Guernsey Visiting Roamers
A9-CDr	A9-OT4	Outside Bailiwick Traffic	C1-R92	Postpay Off-net Calls
A9-CDr	A9-OT4	Outside Bailiwick Traffic	C1-R94	Postpay Usage While Roaming
A9-CDr	A9-OT4	Outside Bailiwick Traffic	C1-R50	Fixed Line Calls Charged at Premit
A9-CDr	A9-OT4	Outside Bailiwick Traffic	C1-R51	Fixed Line Calls to Directory Enqui
A9-CDr	A9-OT4	Outside Bailiwick Traffic	C1-R47	Fixed Line Calls Free to Calling Cu
A9-CDr	A9-OT4	Outside Bailiwick Traffic	C1-R49	Fixed Line Calls Charged at Nation
A9-CDr	A9-OT4	Outside Bailiwick Traffic	C1-R48	Fixed Line Calls Charged at Local (
A9-CDr	A9-OT4	Outside Bailiwick Traffic	C1-R45	Fixed Line Calls to UK Fixed & Mot
A9-CDr	A9-OT4	Outside Bailiwick Traffic	C1-R44	Fixed Line Calls to Jersey Fixed & I
A9-CDr	A9-OT4	Outside Bailiwick Traffic	C1-R46	Fixed Line Calls to International Fix
A9-CDr	A9-MN6	Voicemail Platform	C1-M40	Sure IoM Fixed Network Calls
A9-CDr	A9-MN6	Voicemail Platform	C1-R101	Prepay On-net Calls
A9-CDr	A9-MN6	Voicemail Platform	C1-J40	Sure Jersey Fixed Network Calls
A9-CDr	A9-MN6	Voicemail Platform	C1-J80	Sure Jersey Mobile Services
A9-CDr	A9-MN6	Voicemail Platform	C1-M80	Sure IoM Mobile Services
A9-CDr	A9-MN6	Voicemail Platform	C1-R50	Fixed Line Calls Charged at Premit
A9-CDr	A9-MN6	Voicemail Platform	C1-R91	Postpay On-net Calls
A9-CDr	A9-MN6	Voicemail Platform	C1-R85	Guernsey Visiting Roamers
A9-CDr	A9-MN6	Voicemail Platform	C1-T25	Fixed Network Off-Island Terminati
A9-CDr	A9-MN6	Voicemail Platform	C1-T22	Fixed Network On-Island Terminati
A9-CDr	A9-LC9	Sure Gsy Fixed to Mobile Customer £	C1-R45	Fixed Line Calls to UK Fixed & Mot
A9-CDr	A9-LC9	Sure Gsy Fixed to Mobile Customer £	C1-R92	Postpay Off-net Calls
A9-CDr	A9-LC9	Sure Gsy Fixed to Mobile Customer £	C1-R85	Guernsey Visiting Roamers
A9-CDr	A9-LC9	Sure Gsy Fixed to Mobile Customer £	C1-R86	Mobile Termination
A9-CDr	A9-LC9	Sure Gsy Fixed to Mobile Customer £	C1-R44	Fixed Line Calls to Jersey Fixed & I
A9-CDr	A9-LC9	Sure Gsy Fixed to Mobile Customer £	C1-R61	Payphone Calls
A9-CDr	A9-LC9	Sure Gsy Fixed to Mobile Customer £	C1-J40	Sure Jersey Fixed Network Calls
A9-CDr	A9-LC9	Sure Gsy Fixed to Mobile Customer £	C1-R87	Transit of the Mobile Network
A9-CDr	A9-LC9	Sure Gsy Fixed to Mobile Customer £	C1-R102	Prepay Off-net Calls
A9-CDr	A9-LC9	Sure Gsy Fixed to Mobile Customer £	C1-R42	Fixed Line Calls to Local Mobile
A9-CDr	A9-LC9	Sure Gsy Fixed to Mobile Customer £	C1-M40	Sure IoM Fixed Network Calls
A9-CDr	A9-LC9	Sure Gsy Fixed to Mobile Customer £	C1-J80	Sure Jersey Mobile Services
A9-CDr	A9-LC9	Sure Gsy Fixed to Mobile Customer £	C1-M80	Sure IoM Mobile Services
A9-CDr	A9-LC9	Sure Gsy Fixed to Mobile Customer £	C1-R94	Postpay Usage While Roaming
A9-CDr	A9-LC9	Sure Gsy Fixed to Mobile Customer £	C1-R104	Prepay Usage While Roaming
A9-CDr	A9-LR13	Sure Gsy Fixed to Mobile Customer £	C1-R45	Fixed Line Calls to UK Fixed & Mot
A9-CDr	A9-LR13	Sure Gsy Fixed to Mobile Customer £	C1-R92	Postpay Off-net Calls
A9-CDr	A9-LR13	Sure Gsy Fixed to Mobile Customer £	C1-R85	Guernsey Visiting Roamers
A9-CDr	A9-LR13	Sure Gsy Fixed to Mobile Customer £	C1-R86	Mobile Termination
A9-CDr	A9-LR13	Sure Gsy Fixed to Mobile Customer £	C1-R44	Fixed Line Calls to Jersey Fixed & I



A9-CDr	A9-LR13	Sure Gsy Fixed to Mobile Customer £	C1-R61	Payphone Calls
A9-CDr	A9-LR13	Sure Gsy Fixed to Mobile Customer £	C1-J40	Sure Jersey Fixed Network Calls
A9-CDr	A9-LR13	Sure Gsy Fixed to Mobile Customer £	C1-R87	Transit of the Mobile Network
A9-CDr	A9-LR13	Sure Gsy Fixed to Mobile Customer £	C1-R102	Prepay Off-net Calls
A9-CDr	A9-LR13	Sure Gsy Fixed to Mobile Customer £	C1-R42	Fixed Line Calls to Local Mobile
A9-CDr	A9-LR13	Sure Gsy Fixed to Mobile Customer £	C1-M40	Sure IoM Fixed Network Calls
A9-CDr	A9-LR13	Sure Gsy Fixed to Mobile Customer £	C1-J80	Sure Jersey Mobile Services
A9-CDr	A9-LR13	Sure Gsy Fixed to Mobile Customer £	C1-M80	Sure IoM Mobile Services
A9-CDr	A9-LR13	Sure Gsy Fixed to Mobile Customer £	C1-R94	Postpay Usage While Roaming
A9-CDr	A9-LR13	Sure Gsy Fixed to Mobile Customer £	C1-R104	Prepay Usage While Roaming
A9-CDr	A9-MN2	GSM Base Station	C1-M80	Sure IoM Mobile Services
A9-CDr	A9-MN2	GSM Base Station	C1-J40	Sure Jersey Fixed Network Calls
A9-CDr	A9-MN2	GSM Base Station	C1-M40	Sure IoM Fixed Network Calls
A9-CDr	A9-MN2	GSM Base Station	C1-J80	Sure Jersey Mobile Services
A9-CDr	A9-MN2	GSM Base Station	C1-R85	Guernsey Visiting Roamers
A9-CDr	A9-MN2	GSM Base Station	C1-R93	Postpay SMS
A9-CDr	A9-MN2	GSM Base Station	C1-R86	Mobile Termination
A9-CDr	A9-MN2	GSM Base Station	C1-R92	Postpay Off-net Calls
A9-CDr	A9-MN2	GSM Base Station	C1-R91	Postpay On-net Calls
A9-CDr	A9-MN2	GSM Base Station	C1-R103	Prepay SMS
A9-CDr	A9-MN2	GSM Base Station	C1-R101	Prepay On-net Calls
A9-CDr	A9-MN2	GSM Base Station	C1-R102	Prepay Off-net Calls
A9-CDr	A9-LC8	GSM Network Leased Lines Connect	C1-M40	Sure IoM Fixed Network Calls
A9-CDr	A9-LC8	GSM Network Leased Lines Connect	C1-M80	Sure IoM Mobile Services
A9-CDr	A9-LC8	GSM Network Leased Lines Connect	C1-J40	Sure Jersey Fixed Network Calls
A9-CDr	A9-LC8	GSM Network Leased Lines Connect	C1-J80	Sure Jersey Mobile Services
A9-CDr	A9-LC8	GSM Network Leased Lines Connect	C1-R85	Guernsey Visiting Roamers
A9-CDr	A9-LC8	GSM Network Leased Lines Connect	C1-R91	Postpay On-net Calls
A9-CDr	A9-LC8	GSM Network Leased Lines Connect	C1-R93	Postpay SMS
A9-CDr	A9-LC8	GSM Network Leased Lines Connect	C1-R86	Mobile Termination
A9-CDr	A9-LC8	GSM Network Leased Lines Connect	C1-R103	Prepay SMS
A9-CDr	A9-LC8	GSM Network Leased Lines Connect	C1-R102	Prepay Off-net Calls
A9-CDr	A9-LC8	GSM Network Leased Lines Connect	C1-R92	Postpay Off-net Calls
A9-CDr	A9-LC8	GSM Network Leased Lines Connect	C1-R101	Prepay On-net Calls
A9-CDr	A9-LR12	GSM Network Leased Lines Rental	C1-M40	Sure IoM Fixed Network Calls
A9-CDr	A9-LR12	GSM Network Leased Lines Rental	C1-M80	Sure IoM Mobile Services
A9-CDr	A9-LR12	GSM Network Leased Lines Rental	C1-J40	Sure Jersey Fixed Network Calls
A9-CDr	A9-LR12	GSM Network Leased Lines Rental	C1-J80	Sure Jersey Mobile Services
A9-CDr	A9-LR12	GSM Network Leased Lines Rental	C1-R85	Guernsey Visiting Roamers
A9-CDr	A9-LR12	GSM Network Leased Lines Rental	C1-R91	Postpay On-net Calls
A9-CDr	A9-LR12	GSM Network Leased Lines Rental	C1-R93	Postpay SMS
A9-CDr	A9-LR12	GSM Network Leased Lines Rental	C1-R86	Mobile Termination
A9-CDr	A9-LR12	GSM Network Leased Lines Rental	C1-R103	Prepay SMS
A9-CDr	A9-LR12	GSM Network Leased Lines Rental	C1-R102	Prepay Off-net Calls
A9-CDr	A9-LR12	GSM Network Leased Lines Rental	C1-R101	Prepay On-net Calls
A9-CDr	A9-LR12	GSM Network Leased Lines Rental	C1-R92	Postpay Off-net Calls
A9-CDr	A9-MN4	GSM Switch	C1-M80	Sure IoM Mobile Services
A9-CDr	A9-MN4	GSM Switch	C1-R42	Fixed Line Calls to Local Mobile
A9-CDr	A9-MN4	GSM Switch	C1-J80	Sure Jersey Mobile Services
A9-CDr	A9-MN4	GSM Switch	C1-M40	Sure IoM Fixed Network Calls
A9-CDr	A9-MN4	GSM Switch	C1-J40	Sure Jersey Fixed Network Calls
A9-CDr	A9-MN4	GSM Switch	C1-R44	Fixed Line Calls to Jersey Fixed & I
A9-CDr	A9-MN4	GSM Switch	C1-R45	Fixed Line Calls to UK Fixed & Mot
A9-CDr	A9-MN4	GSM Switch	C1-R91	Postpay On-net Calls
A9-CDr	A9-MN4	GSM Switch	C1-R101	Prepay On-net Calls

A9-CDr	A9-MN4	GSM Switch	C1-R102	Prepay Off-net Calls
A9-CDr	A9-MN4	GSM Switch	C1-R103	Prepay SMS
A9-CDr	A9-MN4	GSM Switch	C1-R104	Prepay Usage While Roaming
A9-CDr	A9-MN4	GSM Switch	C1-R61	Payphone Calls
A9-CDr	A9-MN4	GSM Switch	C1-R94	Postpay Usage While Roaming
A9-CDr	A9-MN4	GSM Switch	C1-R85	Guernsey Visiting Roamers
A9-CDr	A9-MN4	GSM Switch	C1-R86	Mobile Termination
A9-CDr	A9-MN4	GSM Switch	C1-R93	Postpay SMS
A9-CDr	A9-MN4	GSM Switch	C1-R92	Postpay Off-net Calls
A9-CDr	A9-MN4	GSM Switch	C1-R87	Transit of the Mobile Network
A9-CDr	A9-MN5	Prepay Service	C1-R45	Fixed Line Calls to UK Fixed & Mot
A9-CDr	A9-MN5	Prepay Service	C1-R44	Fixed Line Calls to Jersey Fixed & I
A9-CDr	A9-MN5	Prepay Service	C1-R61	Payphone Calls
A9-CDr	A9-MN5	Prepay Service	C1-R102	Prepay Off-net Calls
A9-CDr	A9-MN5	Prepay Service	C1-R104	Prepay Usage While Roaming
A9-CDr	A9-MN5	Prepay Service	C1-R103	Prepay SMS
A9-CDr	A9-MN5	Prepay Service	C1-R86	Mobile Termination
A9-CDr	A9-MN5	Prepay Service	C1-R101	Prepay On-net Calls
A9-CDr	A9-MN5	Prepay Service	C1-R92	Postpay Off-net Calls
A9-CDr	A9-MN5	Prepay Service	C1-R85	Guernsey Visiting Roamers
A9-CDr	A9-MN5	Prepay Service	C1-R91	Postpay On-net Calls
A9-CDr	A9-MN5	Prepay Service	C1-J80	Sure Jersey Mobile Services
A9-CDr	A9-MN5	Prepay Service	C1-M80	Sure IoM Mobile Services
A9-CDr	A9-MN5	Prepay Service	C1-M40	Sure IoM Fixed Network Calls
A9-CDr	A9-MN5	Prepay Service	C1-J40	Sure Jersey Fixed Network Calls
A9-CDr	A9-MN7	SMS Local (Non-bulk activity)	C1-R103	Prepay SMS
A9-CDr	A9-MN7	SMS Local (Non-bulk activity)	C1-R93	Postpay SMS
A9-CDr	A9-MN7	SMS Local (Non-bulk activity)	C1-J80	Sure Jersey Mobile Services
A9-CDr	A9-MN7	SMS Local (Non-bulk activity)	C1-M80	Sure IoM Mobile Services
A9-CDr	A9-RG3	Product Management, Policy & Plann	C1-M40	Sure IoM Fixed Network Calls
A9-CDr	A9-RG3	Product Management, Policy & Plann	C1-M80	Sure IoM Mobile Services
A9-CDr	A9-RG3	Product Management, Policy & Plann	C1-J40	Sure Jersey Fixed Network Calls
A9-CDr	A9-RG3	Product Management, Policy & Plann	C1-J80	Sure Jersey Mobile Services
A9-CDr	A9-RG3	Product Management, Policy & Plann	C1-R48	Fixed Line Calls Charged at Local (
A9-CDr	A9-RG3	Product Management, Policy & Plann	C1-R49	Fixed Line Calls Charged at Nation
A9-CDr	A9-RG3	Product Management, Policy & Plann	C1-R50	Fixed Line Calls Charged at Premiu
A9-CDr	A9-RG3	Product Management, Policy & Plann	C1-R47	Fixed Line Calls Free to Calling Cu
A9-CDr	A9-RG3	Product Management, Policy & Plann	C1-R51	Fixed Line Calls to Directory Enqui
A9-CDr	A9-RG3	Product Management, Policy & Plann	C1-R46	Fixed Line Calls to International Fix
A9-CDr	A9-RG3	Product Management, Policy & Plann	C1-R44	Fixed Line Calls to Jersey Fixed & I
A9-CDr	A9-RG3	Product Management, Policy & Plann	C1-R43	Fixed Line Calls to Local ISPs
A9-CDr	A9-RG3	Product Management, Policy & Plann	C1-R42	Fixed Line Calls to Local Mobile
A9-CDr	A9-RG3	Product Management, Policy & Plann	C1-R45	Fixed Line Calls to UK Fixed & Mot
A9-CDr	A9-RG3	Product Management, Policy & Plann	C1-R41	Fixed Line Local Geographical Call
A9-CDr	A9-RG3	Product Management, Policy & Plann	C1-T25	Fixed Network Off-Island Terminati
A9-CDr	A9-RG3	Product Management, Policy & Plann	C1-T24	Fixed Network Off-Island Transit
A9-CDr	A9-RG3	Product Management, Policy & Plann	C1-T21	Fixed Network On-Island Originatio
A9-CDr	A9-RG3	Product Management, Policy & Plann	C1-T22	Fixed Network On-Island Terminati
A9-CDr	A9-RG3	Product Management, Policy & Plann	C1-T23	Fixed Network On-Island Transit
A9-CDr	A9-RG3	Product Management, Policy & Plann	C1-R61	Payphone Calls
A9-CDr	A9-RG3	Product Management, Policy & Plann	C1-R85	Guernsey Visiting Roamers
A9-CDr	A9-RG3	Product Management, Policy & Plann	C1-R92	Postpay Off-net Calls
A9-CDr	A9-RG3	Product Management, Policy & Plann	C1-R94	Postpay Usage While Roaming
A9-CDr	A9-RG3	Product Management, Policy & Plann	C1-R102	Prepay Off-net Calls
A9-CDr	A9-RG3	Product Management, Policy & Plann	C1-R104	Prepay Usage While Roaming

**DRIVER:** Professional Consultancy

**Methodology overview:** This driver deals with the costs of external consultancy. It is based on analysis of line by line transactional data (i.e. invoices) in Sure's finance system.

**Data Sources:** Microsoft Dynamics AX

DRIVER REF:	SOURCE REF:	SOURCE:	SPLIT VALUE:	DESTINATION REF:	DESTINATION:	TO EACH:
R1-CQa	R1-CR36A	Creditors: Consultancy		R3-H3	Human Resources (Staff Related)	
R1-CQa	R1-CR36A	Creditors: Consultancy		R9-GUERNSEY CORPORATE COSTS	GUERNSEY CORPORATE COSTS	
R1-CQa	R1-CR36A	Creditors: Consultancy		R9-CUSTOMER SYSTEMS (e.g. CIS)	CUSTOMER SYSTEMS (e.g. CIS)	
R1-CQa	R1-CR36A	Creditors: Consultancy		R4-E7	Project Management Office (Staff Re	
R1-CQa	R1-CR36A	Creditors: Consultancy		R6-C1	Corporate Centre (Staff Related)	
R1-CQa	R1-CR36A	Creditors: Consultancy		R6-D9	Human Resources Division (Staff Re	
R1-CQa	R1-CR36A	Creditors: Consultancy		R6-M9	Finance Division (Staff Related)	
R1-CQa	R1-CR36A	Creditors: Consultancy		R7-C2	Legal & Regulatory (Staff Related)	
R1-CQa	R1-CR36A	Creditors: Consultancy		R7-F4	Procurement & Logistics (Staff Relat	
R1-CQa	R1-CR36A	Creditors: Consultancy		R9-COMVERSE PLATFORM	COMVERSE PLATFORM	
R1-CQa	R1-CR36A	Creditors: Consultancy		R9-GSM SWITCH	GSM SWITCH	
R1-CQa	R1-CR36A	Creditors: Consultancy		R9-SURE IOM FIXED NETWORK CALLS	SURE IOM FIXED NETWORK CALL	
R1-CQa	R1-CR36A	Creditors: Consultancy		R9-SURE JERSEY CORPORATE COSTS	SURE JERSEY CORPORATE COST	
R1-CQa	R1-35924AXXXXXX	Professional Consultancy		R3-H3	Human Resources (Staff Related)	
R1-CQa	R1-35924AXXXXXX	Professional Consultancy		R9-GUERNSEY CORPORATE COSTS	GUERNSEY CORPORATE COSTS	
R1-CQa	R1-35924AXXXXXX	Professional Consultancy		R9-CUSTOMER SYSTEMS (e.g. CIS)	CUSTOMER SYSTEMS (e.g. CIS)	
R1-CQa	R1-35924AXXXXXX	Professional Consultancy		R4-E7	Project Management Office (Staff Re	
R1-CQa	R1-35924AXXXXXX	Professional Consultancy		R6-C1	Corporate Centre (Staff Related)	
R1-CQa	R1-35924AXXXXXX	Professional Consultancy		R6-D9	Human Resources Division (Staff Re	
R1-CQa	R1-35924AXXXXXX	Professional Consultancy		R6-M9	Finance Division (Staff Related)	
R1-CQa	R1-35924AXXXXXX	Professional Consultancy		R7-C2	Legal & Regulatory (Staff Related)	
R1-CQa	R1-35924AXXXXXX	Professional Consultancy		R7-F4	Procurement & Logistics (Staff Relat	
R1-CQa	R1-35924AXXXXXX	Professional Consultancy		R9-COMVERSE PLATFORM	COMVERSE PLATFORM	
R1-CQa	R1-35924AXXXXXX	Professional Consultancy		R9-GSM SWITCH	GSM SWITCH	
R1-CQa	R1-35924AXXXXXX	Professional Consultancy		R9-SURE IOM FIXED NETWORK CALLS	SURE IOM FIXED NETWORK CALL	
R1-CQa	R1-35924AXXXXXX	Professional Consultancy		R9-SURE JERSEY CORPORATE COSTS	SURE JERSEY CORPORATE COST	

**DRIVER: Customer Operations (Staff Related)**

**Methodology overview:** The driver apportions the staff costs of the Customer Services department to the different activities performed by them, based on the time spent dealing with each call. The data is extracted automatically from the Operator Support System (OSS). Non-Operator staff members of the department are required to complete the company's Staff Activity Database. The results are then merged.

**Data Sources:** OSS Data

DRIVER REF:	SOURCE REF:	SOURCE:	SPLIT VALUE:	DESTINATION REF:	DESTINATION:	TO EACH:
R8-CUa	R8-C3	Customer Operations (Staff Related)		R9-SURE IOM MOBILE SERVICES	SURE IOM MOBILE SERVICES	
R8-CUa	R8-C3	Customer Operations (Staff Related)		R9-SURE JERSEY BROADBAND	SURE JERSEY BROADBAND	
R8-CUa	R8-C3	Customer Operations (Staff Related)		R9-GENERAL SURE ENQUIRY CALLS	GENERAL SURE ENQUIRY CALLS	
R8-CUa	R8-C3	Customer Operations (Staff Related)		R9-FIXED NETWORK BILLING / PAYMENTS	FIXED NETWORK BILLING / PAYME	
R8-CUa	R8-C3	Customer Operations (Staff Related)		R9-POSTPAY SERVICE	POSTPAY SERVICE	
R8-CUa	R8-C3	Customer Operations (Staff Related)		R9-SURE JERSEY MOBILE SERVICES	SURE JERSEY MOBILE SERVICES	
R8-CUa	R8-C3	Customer Operations (Staff Related)		R9-EXCHANGE LINES (PSTN/ISDN) NEW/SH	EXCHANGE LINES (PSTN/ISDN) NE	
R8-CUa	R8-C3	Customer Operations (Staff Related)		R9-CWGSY BROADBAND	CWGSY BROADBAND	
R8-CUa	R8-C3	Customer Operations (Staff Related)		R9-MOBILE BILLING/PAYMENTS	MOBILE BILLING/PAYMENTS	
R8-CUa	R8-C3	Customer Operations (Staff Related)		R9-SURE IOM FIXED NETWORK CALLS	SURE IOM FIXED NETWORK CALL	
R8-CUa	R8-C3	Customer Operations (Staff Related)		R9-EXCHANGE LINES (PSTN/ISDN) MAINTEN	EXCHANGE LINES (PSTN/ISDN) M/	
R8-CUa	R8-C3	Customer Operations (Staff Related)		R9-SURE JERSEY FIXED NETWORK CALLS	SURE JERSEY FIXED NETWORK C	
R8-CUa	R8-C3	Customer Operations (Staff Related)		R9-SURE IOM BROADBAND	SURE IOM BROADBAND	
R8-CUa	R8-C3	Customer Operations (Staff Related)		R9-BROADBAND - CUSTOMER RELATED W/	BROADBAND - CUSTOMER RELAT	
R8-CUa	R8-C3	Customer Operations (Staff Related)		R9-CUSTOMER EQUIPMENT / INTERNAL W/	CUSTOMER EQUIPMENT / INTERN	
R8-CUa	R8-C3	Customer Operations (Staff Related)		R9-GUERNSEY CORPORATE COSTS	GUERNSEY CORPORATE COSTS	
R8-CUa	R8-C3	Customer Operations (Staff Related)		R9-FIXED NETWORK WORKS ORDERS (CA)	FIXED NETWORK WORKS ORDER	
R8-CUa	R8-C3	Customer Operations (Staff Related)		R9-FIXED LINE CALLS CHARGED AT PREMI	FIXED LINE CALLS CHARGED AT F	
R8-CUa	R8-C3	Customer Operations (Staff Related)		R9-PREPAY SERVICE	PREPAY SERVICE	
R8-CUa	R8-C3	Customer Operations (Staff Related)		R9-DATA CENTRE OTHER SERVICES (INCL.	DATA CENTRE OTHER SERVICES	
R8-CUa	R8-C3	Customer Operations (Staff Related)		R9-WHOLESALE BROADBAND	WHOLESALE BROADBAND	
R8-CUa	R8-C3	Customer Operations (Staff Related)		R9-CUSTOMER COMPLAINTS/MANAGING C	CUSTOMER COMPLAINTS/MANAG	
R8-CUa	R8-C3	Customer Operations (Staff Related)		R9-OTHER ISP SERVICES (INCL. DIAL UP, C	OTHER ISP SERVICES (INCL. DIAL	
R8-CUa	R8-C3	Customer Operations (Staff Related)		R9-SURE IOM CORPORATE COSTS	SURE IOM CORPORATE COSTS	
R8-CUa	R8-C3	Customer Operations (Staff Related)		R9-WHOLESALE LOCAL LEASED LINES	WHOLESALE LOCAL LEASED LINE	
R8-CUa	R8-C3	Customer Operations (Staff Related)		R9-FIXED LINE CALLS FREE TO CALLING CI	FIXED LINE CALLS FREE TO CALLI	
R8-CUa	R8-C3	Customer Operations (Staff Related)		R9-LEASED LINES (EXCHANGE WORK) NEV	LEASED LINES (EXCHANGE WORK)	
R8-CUa	R8-C3	Customer Operations (Staff Related)		R9-SURE JERSEY CORPORATE COSTS	SURE JERSEY CORPORATE COST	
R8-CUa	R8-C3	Customer Operations (Staff Related)		R9-OVERHEAD NETWORK	OVERHEAD NETWORK	
R8-CUa	R8-C3	Customer Operations (Staff Related)		R9-SURE JERSEY BUSINESS SERVICES (IN	SURE JERSEY BUSINESS SERVI	
R8-CUa	R8-C3	Customer Operations (Staff Related)		R9-RETAIL LOCAL LEASED LINES	RETAIL LOCAL LEASED LINES	
R8-CUa	R8-C3	Customer Operations (Staff Related)		R9-CUSTOMER SITED ACCESS/SERVICE E	CUSTOMER SITED ACCESS/SERV	
R8-CUa	R8-C3	Customer Operations (Staff Related)		R9-LANs - RETAIL	LANs - RETAIL	
R8-CUa	R8-C3	Customer Operations (Staff Related)		R9-COMVERSE PLATFORM	COMVERSE PLATFORM	
R8-CUa	R8-C3	Customer Operations (Staff Related)		R9-SURE IOM BUSINESS SERVICES (INCL. I	SURE IOM BUSINESS SERVICES (I	
R8-CUa	R8-C3	Customer Operations (Staff Related)		R9-DATA CENTRE HOSTED SERVICES (INC	DATA CENTRE HOSTED SERVICE	
R8-CUa	R8-C3	Customer Operations (Staff Related)		R9-ETHERNET CONNECT	ETHERNET CONNECT	
R8-CUa	R8-C3	Customer Operations (Staff Related)		R9-MSANs	MSANs	
R8-CUa	R8-C3	Customer Operations (Staff Related)		R9-ETHERNET CONNECT (ENGINEERING E	ETHERNET CONNECT (ENGINEER	
R8-CUa	R8-C3	Customer Operations (Staff Related)		R9-MACHINE TO MACHINE (M2M)	MACHINE TO MACHINE (M2M)	
R8-CUa	R8-C3	Customer Operations (Staff Related)		R9-ACE / FMUX EQUIPMENT	ACE / FMUX EQUIPMENT	
R8-CUa	R8-C3	Customer Operations (Staff Related)		R9-MOBILE HANDSETS/ACCESSORIES	MOBILE HANDSETS/ACCESSORIE	
R8-CUa	R8-C3	Customer Operations (Staff Related)		R9-ROAMING FACILITY	ROAMING FACILITY	
R8-CUa	R8-C3	Customer Operations (Staff Related)		R9-GSM BASE STATIONS	GSM BASE STATIONS	
R8-CUa	R8-C3	Customer Operations (Staff Related)		R9-RETAIL OUTSIDE BAILIWICK LEASED LI	RETAIL OUTSIDE BAILIWICK LEAS	

R8-CUa	R8-C3	Customer Operations (Staff Related)
R8-CUa	R8-C3	Customer Operations (Staff Related)
R8-CUa	R8-C3	Customer Operations (Staff Related)
R8-CUa	R8-C3	Customer Operations (Staff Related)
R8-CUa	R8-C3	Customer Operations (Staff Related)

R9-BLACKBERRY	BLACKBERRY
R9-PUBLIC PAYPHONES	PUBLIC PAYPHONES
R9-WHOLESALE OUTSIDE BAILIWICK LEAS	WHOLESALE OUTSIDE BAILIWICK
R9-BROADBAND HOME GATEWAY / SP WOI	BROADBAND HOME GATEWAY / S
R9-VOICEMAIL	VOICEMAIL

**DRIVER:** cwgsy Broadband Equipment

**Methodology overview:** This driver apportions the content element of cwgsy.net broadband across the activities listed below.

**Data Sources:** Product report

DRIVER REF:	SOURCE REF:	SOURCE:	SPLIT VALUE:	DESTINATION REF:	DESTINATION:	TO EACH:
A5-CYa	A5-CY1	cwgsy Broadband Equipment		A9-R121	ADSL	
A5-CYa	A5-CY1	cwgsy Broadband Equipment		A9-R122	ADSL Pro	
A5-CYa	A5-CY1	cwgsy Broadband Equipment		A9-R125	VDSL	
A5-CYa	A5-CY1	cwgsy Broadband Equipment		A9-R126	VDSL Pro	

**DRIVER:** Data Centre Equipment

**Methodology overview:** The driver apportions costs based on the rack space that each service takes up in Sure's data centres, both in Guernsey and Alderney.

**Data Sources:** Data Centre Analysis

DRIVER REF:	SOURCE REF:	SOURCE:	SPLIT VALUE:	DESTINATION REF:	DESTINATION:	TO EACH:
A4-DAa	A4-DA1	Data Centre Equipment		A5-CY1	cwgsy Broadband Equipment	
A4-DAa	A4-DA1	Data Centre Equipment		A9-R132	Data Centre Other Services (incl. GG	
A4-DAa	A4-DA1	Data Centre Equipment		A9-R131	Data Centre Hosted Services (inc. DI	
A4-DAa	A4-DA1	Data Centre Equipment		A9-IN1	Internet Backbone	

**DRIVER: ELECTRICITY**

**Methodology overview:** The driver splits the cost of electricity between non-network electricity and network electricity, based on consumption analysis of each (using meters, sub-meters & other analysis).

**Data Sources:** Finance system

DRIVER REF:	SOURCE REF:	SOURCE:	SPLIT VALUE:	DESTINATION REF:	DESTINATION:	TO EACH:
R2-ETa	R2-ELECTRICITY	ELECTRICITY		R9-NETWORK ELECTRICITY	NETWORK ELECTRICITY	
R2-ETa	R2-ELECTRICITY	ELECTRICITY		R9-MSANs	MSANs	
R2-ETa	R2-ELECTRICITY	ELECTRICITY		R9-GSM BASE STATIONS	GSM BASE STATIONS	
R2-ETa	R2-ELECTRICITY	ELECTRICITY		R9-PUBLIC PAYPHONES	PUBLIC PAYPHONES	
R2-ETa	R2-ELECTRICITY	ELECTRICITY		R8-C3	Customer Operations (Staff Related)	
R2-ETa	R2-ELECTRICITY	ELECTRICITY		R7-E8	Service Integrity (Staff Related)	
R2-ETa	R2-ELECTRICITY	ELECTRICITY		R8-F2	Financial Control (Staff Related)	
R2-ETa	R2-ELECTRICITY	ELECTRICITY		R8-E3	Service Assurance - Field (Staff Rela	
R2-ETa	R2-ELECTRICITY	ELECTRICITY		R8-S2	Retail Sales (Staff Related)	
R2-ETa	R2-ELECTRICITY	ELECTRICITY		R4-E9	Service Design (Staff Related)	
R2-ETa	R2-ELECTRICITY	ELECTRICITY		R4-E6	Security & Systems (Staff Related)	
R2-ETa	R2-ELECTRICITY	ELECTRICITY		R8-M1	Product Management (Staff Related)	
R2-ETa	R2-ELECTRICITY	ELECTRICITY		R8-E4	Service Design - Mobile (Staff Relate	
R2-ETa	R2-ELECTRICITY	ELECTRICITY		R6-E2	Service Assurance - Core (Staff Rela	
R2-ETa	R2-ELECTRICITY	ELECTRICITY		R8-S1	Enterprise Sales (Staff Related)	
R2-ETa	R2-ELECTRICITY	ELECTRICITY		R4-E5	Service Assurance - IP (Staff Relatec	
R2-ETa	R2-ELECTRICITY	ELECTRICITY		R7-F4	Procurement & Logistics (Staff Relat	
R2-ETa	R2-ELECTRICITY	ELECTRICITY		R4-E7	Project Management Office (Staff Re	
R2-ETa	R2-ELECTRICITY	ELECTRICITY		R6-C6	Customer Experience (Staff Related)	
R2-ETa	R2-ELECTRICITY	ELECTRICITY		R7-F3	Financial Planning & Analysis (Staff F	
R2-ETa	R2-ELECTRICITY	ELECTRICITY		R7-C2	Legal & Regulatory (Staff Related)	
R2-ETa	R2-ELECTRICITY	ELECTRICITY		R8-S3	Information Services (Staff Related)	
R2-ETa	R2-ELECTRICITY	ELECTRICITY		R8-S6	Enterprise Service (Staff Related)	
R2-ETa	R2-ELECTRICITY	ELECTRICITY		R3-H3	Human Resources (Staff Related)	
R2-ETa	R2-ELECTRICITY	ELECTRICITY		R6-C1	Corporate Centre (Staff Related)	
R2-ETa	R2-ELECTRICITY	ELECTRICITY		R8-M7	Global Ops (Staff Related)	
R2-ETa	R2-ELECTRICITY	ELECTRICITY		R8-M4	Marketing (Staff Related)	
R2-ETa	R2-ELECTRICITY	ELECTRICITY		R6-S9	Sales Division (Staff Related)	
R2-ETa	R2-ELECTRICITY	ELECTRICITY		R6-D9	Human Resources Division (Staff Re	
R2-ETa	R2-ELECTRICITY	ELECTRICITY		R8-S5	Professional Services (Staff Related)	
R2-ETa	R2-ELECTRICITY	ELECTRICITY		R6-A9	Commercial Division (Staff Related)	
R2-ETa	R2-ELECTRICITY	ELECTRICITY		R8-F7	Carrier Services (Staff Related)	
R2-ETa	R2-ELECTRICITY	ELECTRICITY		R6-C9	Legal & Regulatory Division (Staff Re	
R2-ETa	R2-ELECTRICITY	ELECTRICITY		R6-H9	CTIO Division (Staff Related)	
R2-ETa	R2-ELECTRICITY	ELECTRICITY		R6-F9	Customer Service Division (Staff Rel	
R2-ETa	R2-ELECTRICITY	ELECTRICITY		R6-M9	Finance Division (Staff Related)	
R2-ETa	R2-ELECTRICITY	ELECTRICITY		R8-F5	Business Performance & Assurance	



**DRIVER: NETWORK ELECTRICITY**

**Methodology overview:** The driver apportions the cost of network electricity consumption, as identified in driver ETa, between the components that utilise 'network' electricity. This is achieved through a detailed survey whereby all separately identifiable Sure (Guernsey) equipment is measured for its power usage.

**Data Sources:** Power Survey

DRIVER REF:	SOURCE REF:	SOURCE:	SPLIT VALUE:	DESTINATION REF:	DESTINATION:	TO EACH:
R9-ETb	R9-NETWORK ELECTRICITY	NETWORK ELECTRICITY		A2-SN3	Support Block	
R9-ETb	R9-NETWORK ELECTRICITY	NETWORK ELECTRICITY		A4-MP1	MPLS Network	
R9-ETb	R9-NETWORK ELECTRICITY	NETWORK ELECTRICITY		A5-SA1	Transmission Link (Equipment)	
R9-ETb	R9-NETWORK ELECTRICITY	NETWORK ELECTRICITY		A5-OT2	Outside Bailiwick Transmission	
R9-ETb	R9-NETWORK ELECTRICITY	NETWORK ELECTRICITY		A6-BN1	Broadband Equipment	
R9-ETb	R9-NETWORK ELECTRICITY	NETWORK ELECTRICITY		A7-MN1	Comverse Platform	
R9-ETb	R9-NETWORK ELECTRICITY	NETWORK ELECTRICITY		A7-BN2	MSAN	
R9-ETb	R9-NETWORK ELECTRICITY	NETWORK ELECTRICITY		A8-LR10	ACE Bearer Circuits Rental	
R9-ETb	R9-NETWORK ELECTRICITY	NETWORK ELECTRICITY		A8-CC1	Concentrator Hardware	
R9-ETb	R9-NETWORK ELECTRICITY	NETWORK ELECTRICITY		A9-IN1	Internet Backbone	
R9-ETb	R9-NETWORK ELECTRICITY	NETWORK ELECTRICITY		A9-MD1	Mobile Data Services	
R9-ETb	R9-NETWORK ELECTRICITY	NETWORK ELECTRICITY		A9-LR7	Outside Bailiwick Leased Lines Rent:	
R9-ETb	R9-NETWORK ELECTRICITY	NETWORK ELECTRICITY		A9-LR4	Local Leased Lines Rental	
R9-ETb	R9-NETWORK ELECTRICITY	NETWORK ELECTRICITY		A9-AN6	Local Access Network - Infrastructure	
R9-ETb	R9-NETWORK ELECTRICITY	NETWORK ELECTRICITY		A9-MN4	GSM Switch	
R9-ETb	R9-NETWORK ELECTRICITY	NETWORK ELECTRICITY		A9-MN2	GSM Base Station	
R9-ETb	R9-NETWORK ELECTRICITY	NETWORK ELECTRICITY		A9-SN4	Switch	
R9-ETb	R9-NETWORK ELECTRICITY	NETWORK ELECTRICITY		A9-R143	Bulk SMS (Outside Bailiwick service)	
R9-ETb	R9-NETWORK ELECTRICITY	NETWORK ELECTRICITY		A9-R131	Data Centre Hosted Services (inc. DI	

**DRIVER:** Insurance Charges

**Methodology overview:** The driver apportions the cost of insurance charges across the elements listed below, according to Sure's finance system and details provided by Head Office.

**Data Sources:** Insurance contract analysis

DRIVER REF:	SOURCE REF:	SOURCE:	SPLIT VALUE:	DESTINATION REF:	DESTINATION:	TO EACH:
R1-FNa	R1-33901AXXXXXX	Insurance Charges		R2-BUILDING COSTS	BUILDING COSTS	
R1-FNa	R1-33901AXXXXXX	Insurance Charges		R2-EMPLOYMENT OVERHEADS	EMPLOYMENT OVERHEADS	
R1-FNa	R1-33901AXXXXXX	Insurance Charges		R9-Guernsey Corporate Costs	GUERNSEY CORPORATE COSTS	
R1-FNa	R1-33901AXXXXXX	Insurance Charges		R9-STORES ACTIVITIES (GUERNSEY)	STORES ACTIVITIES (GUERNSEY)	
R1-FNa	R1-33901AXXXXXX	Insurance Charges		R2-VEHICLE FLEET COSTS	VEHICLE FLEET COSTS	

**DRIVER:** Legal Fees

**Methodology overview:** The driver apportions the cost of legal fees across the elements listed below, according to Sure's finance system.

**Data Sources:** Finance System analysis

DRIVER REF:	SOURCE REF:	SOURCE:	SPLIT VALUE:	DESTINATION REF:	DESTINATION:	TO EACH:
R1-FNb	R1-35930AXXXXXX	Legal Fees		R2-BUILDING COSTS	BUILDING COSTS	
R1-FNb	R1-35930AXXXXXX	Legal Fees		R2-EMPLOYMENT OVERHEADS	EMPLOYMENT OVERHEADS	
R1-FNb	R1-35930AXXXXXX	Legal Fees		R9-Guernsey Corporate Costs	GUERNSEY CORPORATE COSTS	

**DRIVER: SHARED FINANCE COSTS**

**Methodology overview:** Shared Finance Costs are those relating to Sure's accounting system, which is based in Guernsey, but additionally used by Sure's operations in Jersey & Isle of Man. The costs associated with the system cover assets (WACC value), external support and relevant staff costs. Costs are apportioned based on the number of licences purchased for each of the elements of the system (reporting/purchasing/accounting system).

**Data Sources:** Finance report

DRIVER REF:	SOURCE REF:	SOURCE:	SPLIT VALUE:	DESTINATION REF:	DESTINATION:	TO EACH:
R8-FNc	R8-SHARED FINANCE COSTS	SHARED FINANCE COSTS		R9-SURE IOM CORPORATE COSTS	SURE IOM CORPORATE COSTS	
R8-FNc	R8-SHARED FINANCE COSTS	SHARED FINANCE COSTS		R9-SURE JERSEY CORPORATE COSTS	SURE JERSEY CORPORATE COSTS	
R8-FNc	R8-SHARED FINANCE COSTS	SHARED FINANCE COSTS		R9-Guernsey CORPORATE COSTS	GUERNSEY CORPORATE COSTS	

**DRIVER:** Cash

**Methodology overview:** The apportionment of cash is calculated automatically within the ABC modelling process. This is based on the total operating costs and capital employed at Level A9. Only an operational level of cash is used for regulatory purposes, more details of which can be found in Section 3 of the Accounting Documents.

**Data Sources:** ABC Model

DRIVER REF:	SOURCE REF:	SOURCE:	SPLIT VALUE:	DESTINATION REF:	DESTINATION:	TO EACH:
A8-FNd	A8-FN1	Cash		A9-AN5	Local Access Network - Customer Co	<b>This data populated by the ABC model.</b>
A8-FNd	A8-FN1	Cash		A9-AN6	Local Access Network - Infrastructure	
A8-FNd	A8-FN1	Cash		A9-BL1	BlackBerry Service	
A8-FNd	A8-FN1	Cash		A9-BN6	Broadband Customer Connectivity (W	
A8-FNd	A8-FN1	Cash		A9-BN7	Broadband Network - Customer End	
A8-FNd	A8-FN1	Cash		A9-BN8	Broadband Network - SP End	
A8-FNd	A8-FN1	Cash		A9-BN9	Broadband Customers (New/Shift/Ce	
A8-FNd	A8-FN1	Cash		A9-CC2	Concentrator (Core Network)	
A8-FNd	A8-FN1	Cash		A9-CC3	Concentrator (Access)	
A8-FNd	A8-FN1	Cash		A9-IN1	Internet Backbone	
A8-FNd	A8-FN1	Cash		A9-J120	Sure Jersey Broadband	
A8-FNd	A8-FN1	Cash		A9-J144	Sure Jsy IPTV Service	
A8-FNd	A8-FN1	Cash		A9-J40	Sure Jsy Fixed Network Calls	
A8-FNd	A8-FN1	Cash		A9-J70	Sure Jersey Business Services (inclu	
A8-FNd	A8-FN1	Cash		A9-J80	Sure Jsy Mobile Services	
A8-FNd	A8-FN1	Cash		A9-LC11	Mobile Data Leased Lines Connectio	
A8-FNd	A8-FN1	Cash		A9-LC12	GGfL Leased Lines Connection	
A8-FNd	A8-FN1	Cash		A9-LC13	Interconnect (RO) Leased Lines Con	
A8-FNd	A8-FN1	Cash		A9-LC14	Sure Jsy Leased Lines Connection	
A8-FNd	A8-FN1	Cash		A9-LC15	SURE IoM Leased Lines Connection	
A8-FNd	A8-FN1	Cash		A9-LC18	Bulk SMS Leased Lines Connection	
A8-FNd	A8-FN1	Cash		A9-LC19	ISDN Bearer Circuits Connection	
A8-FNd	A8-FN1	Cash		A9-LC20	Mobile VoIP Service Connection	
A8-FNd	A8-FN1	Cash		A9-LC3	Outside Bailiwick Leased Lines Conn	
A8-FNd	A8-FN1	Cash		A9-LC4	Wholesale Outside Bailiwick Leased	
A8-FNd	A8-FN1	Cash		A9-LC5	Wholesale Bailiwick Leased Lines C	
A8-FNd	A8-FN1	Cash		A9-LC7	Local Leased Lines Connection	
A8-FNd	A8-FN1	Cash		A9-LC8	GSM Network Leased Lines Connect	
A8-FNd	A8-FN1	Cash		A9-LC9	Sure Gsy Fixed to Mobile Customer \$	
A8-FNd	A8-FN1	Cash		A9-LR12	GSM Network Leased Lines Rental	
A8-FNd	A8-FN1	Cash		A9-LR13	Sure Gsy Fixed to Mobile Customer \$	
A8-FNd	A8-FN1	Cash		A9-LR15	Mobile Data Leased Lines Rental	
A8-FNd	A8-FN1	Cash		A9-LR16	GGfL Leased Lines Rental	
A8-FNd	A8-FN1	Cash		A9-LR17	Interconnect (RO) Leased Lines Rent	
A8-FNd	A8-FN1	Cash		A9-LR18	Bulk SMS Leased Lines Rental	
A8-FNd	A8-FN1	Cash		A9-LR19	ISDN Bearer Circuits Rental	
A8-FNd	A8-FN1	Cash		A9-LR20	Mobile VoIP Service Rental	
A8-FNd	A8-FN1	Cash		A9-LR4	Local Leased Lines Rental	
A8-FNd	A8-FN1	Cash		A9-LR5	Sure Jsy Leased Lines Rental	
A8-FNd	A8-FN1	Cash		A9-LR6	SURE IoM Leased Lines Rental	
A8-FNd	A8-FN1	Cash		A9-LR7	Outside Bailiwick Leased Lines Rent	
A8-FNd	A8-FN1	Cash		A9-LR8	Wholesale Outside Bailiwick Leased	
A8-FNd	A8-FN1	Cash		A9-LR9	Wholesale Bailiwick Leased Lines Re	
A8-FNd	A8-FN1	Cash		A9-M120	Sure IoM Broadband	
A8-FNd	A8-FN1	Cash		A9-M144	Sure IoM IPTV Service	
A8-FNd	A8-FN1	Cash		A9-M40	Sure IoM Fixed Network Calls	
A8-FNd	A8-FN1	Cash		A9-M70	Sure IoM Business Services (includin	

A8-FNd	A8-FN1	Cash	A9-M80	Sure IoM Mobile Services
A8-FNd	A8-FN1	Cash	A9-MD1	Mobile Data Services
A8-FNd	A8-FN1	Cash	A9-MN2	GSM Base Station
A8-FNd	A8-FN1	Cash	A9-MN4	GSM Switch
A8-FNd	A8-FN1	Cash	A9-MN5	Prepay System
A8-FNd	A8-FN1	Cash	A9-MN6	Voicemail Platform
A8-FNd	A8-FN1	Cash	A9-MN7	SMS Local (Non-bulk activity)
A8-FNd	A8-FN1	Cash	A9-OT4	Outside Bailiwick Traffic
A8-FNd	A8-FN1	Cash	A9-PY1	IC Payments Directory Enquiries
A8-FNd	A8-FN1	Cash	A9-PY10	Fixed IC Payments International Fixe
A8-FNd	A8-FN1	Cash	A9-PY11	Fixed IC Payments International Mob
A8-FNd	A8-FN1	Cash	A9-PY12	Fixed IC Payments National Call Rate
A8-FNd	A8-FN1	Cash	A9-PY13	Fixed IC Payments UK Lo-Call Rate
A8-FNd	A8-FN1	Cash	A9-PY14	Fixed IC Payments 0845 Revenue St
A8-FNd	A8-FN1	Cash	A9-PY15	Fixed IC Payments Operator Calls - E
A8-FNd	A8-FN1	Cash	A9-PY16	Fixed IC Payments Termination on Lc
A8-FNd	A8-FN1	Cash	A9-PY17	Fixed IC Payments Termination on Lc
A8-FNd	A8-FN1	Cash	A9-PY18	Postpay IC Payments to Local Sure F
A8-FNd	A8-FN1	Cash	A9-PY19	Prepay IC Payments to Local Sure Fi
A8-FNd	A8-FN1	Cash	A9-PY2	IC Payments Postpay Roaming
A8-FNd	A8-FN1	Cash	A9-PY20	Postpay IC Payments to Local OLO F
A8-FNd	A8-FN1	Cash	A9-PY21	Prepay IC Payments to Local OLO Fi
A8-FNd	A8-FN1	Cash	A9-PY22	Postpay IC Payments to National Fixe
A8-FNd	A8-FN1	Cash	A9-PY23	Prepay IC Payments to National Fixe
A8-FNd	A8-FN1	Cash	A9-PY24	Postpay IC Payments to International
A8-FNd	A8-FN1	Cash	A9-PY25	Prepay IC Payments to International I
A8-FNd	A8-FN1	Cash	A9-PY26	Postpay IC Payments to National Lo-
A8-FNd	A8-FN1	Cash	A9-PY27	Prepay IC Payments to National Lo-C
A8-FNd	A8-FN1	Cash	A9-PY28	Postpay IC Payments to National 087
A8-FNd	A8-FN1	Cash	A9-PY29	Prepay IC Payments to National 087C
A8-FNd	A8-FN1	Cash	A9-PY3	IC Payments Prepay Roaming
A8-FNd	A8-FN1	Cash	A9-PY30	Postpay IC Payments to National Pre
A8-FNd	A8-FN1	Cash	A9-PY31	Prepay IC Payments to National Pren
A8-FNd	A8-FN1	Cash	A9-PY32	Postpay IC Payments to Local & Nati
A8-FNd	A8-FN1	Cash	A9-PY33	Prepay IC Payments to Local & Natio
A8-FNd	A8-FN1	Cash	A9-PY34	Postpay IC Payments to International
A8-FNd	A8-FN1	Cash	A9-PY35	Prepay IC Payments to International I
A8-FNd	A8-FN1	Cash	A9-PY36	Postpay IC Payments to Fixed Opera
A8-FNd	A8-FN1	Cash	A9-PY37	Prepay IC Payments to Fixed Operati
A8-FNd	A8-FN1	Cash	A9-PY38	Postpay IC Payments to Local OLO M
A8-FNd	A8-FN1	Cash	A9-PY39	Prepay IC Payments to Local OLO M
A8-FNd	A8-FN1	Cash	A9-PY4	IC Payments SMS Interworking
A8-FNd	A8-FN1	Cash	A9-PY40	Postpay IC Payments to National Mol
A8-FNd	A8-FN1	Cash	A9-PY41	Prepay IC Payments to National Mob
A8-FNd	A8-FN1	Cash	A9-PY42	Postpay IC Payments to International
A8-FNd	A8-FN1	Cash	A9-PY43	Prepay IC Payments to International I
A8-FNd	A8-FN1	Cash	A9-PY44	Postpay IC Payments for Fixed Netwo
A8-FNd	A8-FN1	Cash	A9-PY45	Prepay IC Payments for Fixed Netwo
A8-FNd	A8-FN1	Cash	A9-PY46	Postpay IC Payments Transit
A8-FNd	A8-FN1	Cash	A9-PY47	Prepay IC Payments Transit
A8-FNd	A8-FN1	Cash	A9-PY5	Fixed IC Payments to National Fixed
A8-FNd	A8-FN1	Cash	A9-PY50	IC Payments Jersey OLO Fixed
A8-FNd	A8-FN1	Cash	A9-PY6	Fixed IC Payments to National Mobile
A8-FNd	A8-FN1	Cash	A9-PY7	Fixed IC Payments to Jersey Mobile
A8-FNd	A8-FN1	Cash	A9-PY8	Fixed IC Payments to Local Sure Fixe

A8-FNd	A8-FN1	Cash	A9-PY9	Fixed IC Payments National Premium
A8-FNd	A8-FN1	Cash	A9-R101	Prepay On-net Calls
A8-FNd	A8-FN1	Cash	A9-R102	Prepay Off-net Calls
A8-FNd	A8-FN1	Cash	A9-R103	Prepay SMS
A8-FNd	A8-FN1	Cash	A9-R104	Prepay Usage While Roaming
A8-FNd	A8-FN1	Cash	A9-R11	Exchange Line Connection
A8-FNd	A8-FN1	Cash	A9-R111	Directory White Pages
A8-FNd	A8-FN1	Cash	A9-R112	Directory Yellow Pages
A8-FNd	A8-FN1	Cash	A9-R12	Exchange Line Rental
A8-FNd	A8-FN1	Cash	A9-R121	Retail ADSL
A8-FNd	A8-FN1	Cash	A9-R122	Retail ADSL Pro
A8-FNd	A8-FN1	Cash	A9-R124	Other ISP Services (incl. dial-up, Cor
A8-FNd	A8-FN1	Cash	A9-R125	Retail VDSL
A8-FNd	A8-FN1	Cash	A9-R126	Retail VDSL Pro
A8-FNd	A8-FN1	Cash	A9-R13	Exchange Facilities
A8-FNd	A8-FN1	Cash	A9-R131	Data Centre Hosted Services (inc. DI
A8-FNd	A8-FN1	Cash	A9-R132	Data Centre Other Services (incl. GG
A8-FNd	A8-FN1	Cash	A9-R141	Customer Equipment, Internal Wiring
A8-FNd	A8-FN1	Cash	A9-R142	Miscellaneous Fixed Network Service
A8-FNd	A8-FN1	Cash	A9-R143	Bulk SMS (Outside Bailiwick service)
A8-FNd	A8-FN1	Cash	A9-R144	IPTV Service
A8-FNd	A8-FN1	Cash	A9-R145	Distater Recovery & Commercial Pro
A8-FNd	A8-FN1	Cash	A9-R21	ISDN 2 Servcies
A8-FNd	A8-FN1	Cash	A9-R22	ISDN30 Servcies
A8-FNd	A8-FN1	Cash	A9-R23	ISDN Facilities/Other Services
A8-FNd	A8-FN1	Cash	A9-R31	Broadband Connect
A8-FNd	A8-FN1	Cash	A9-R41	Fixed Line Local Geographical Calls
A8-FNd	A8-FN1	Cash	A9-R42	Fixed Line Calls to Local Mobile
A8-FNd	A8-FN1	Cash	A9-R43	Fixed Line Calls to local ISPs
A8-FNd	A8-FN1	Cash	A9-R44	Fixed Line Calls to Jersey Fixed & Mc
A8-FNd	A8-FN1	Cash	A9-R45	Fixed Line Calls to UK Fixed & Mobile
A8-FNd	A8-FN1	Cash	A9-R46	Fixed Line Calls to International Fixec
A8-FNd	A8-FN1	Cash	A9-R47	Fixed Line Calls Free to Calling Custc
A8-FNd	A8-FN1	Cash	A9-R48	Fixed Line Calls Charged at Local Ca
A8-FNd	A8-FN1	Cash	A9-R49	Fixed Line Calls Charged at National
A8-FNd	A8-FN1	Cash	A9-R50	Fixed Line Calls Charged at Premiurr
A8-FNd	A8-FN1	Cash	A9-R51	Fixed Line Calls to Directory Enquirie
A8-FNd	A8-FN1	Cash	A9-R61	Payphone Calls
A8-FNd	A8-FN1	Cash	A9-R71	Local Leased Lines
A8-FNd	A8-FN1	Cash	A9-R72	Outside Bailiwick Leased Lines
A8-FNd	A8-FN1	Cash	A9-R73	Ethernet Connect
A8-FNd	A8-FN1	Cash	A9-R81	Mobile Handsets/Accessories
A8-FNd	A8-FN1	Cash	A9-R82	Postpay Service
A8-FNd	A8-FN1	Cash	A9-R83	Prepay Service
A8-FNd	A8-FN1	Cash	A9-R84	Mobile Data Servcies
A8-FNd	A8-FN1	Cash	A9-R85	Guernsey Visiting Roamers
A8-FNd	A8-FN1	Cash	A9-R86	Mobile Termination
A8-FNd	A8-FN1	Cash	A9-R87	Transit of the Mobile Network
A8-FNd	A8-FN1	Cash	A9-R88	Machine to Machine (M2M)
A8-FNd	A8-FN1	Cash	A9-R91	Postpay On-net Calls
A8-FNd	A8-FN1	Cash	A9-R92	Postpay Off-net Calls
A8-FNd	A8-FN1	Cash	A9-R93	Postpay SMS
A8-FNd	A8-FN1	Cash	A9-R94	Postpay Usage While Roaming
A8-FNd	A8-FN1	Cash	A9-RG3	Product Management, Policy & Plann
A8-FNd	A8-FN1	Cash	A9-S140	Products Provided To Other Sure Bu:

A8-FNd	A8-FN1	Cash
A8-FNd	A8-FN1	Cash
A8-FNd	A8-FN1	Cash
A8-FNd	A8-FN1	Cash
A8-FNd	A8-FN1	Cash
A8-FNd	A8-FN1	Cash
A8-FNd	A8-FN1	Cash
A8-FNd	A8-FN1	Cash
A8-FNd	A8-FN1	Cash
A8-FNd	A8-FN1	Cash
A8-FNd	A8-FN1	Cash
A8-FNd	A8-FN1	Cash
A8-FNd	A8-FN1	Cash
A8-FNd	A8-FN1	Cash
A8-FNd	A8-FN1	Cash
A8-FNd	A8-FN1	Cash
A8-FNd	A8-FN1	Cash
A8-FNd	A8-FN1	Cash
A8-FNd	A8-FN1	Cash
A8-FNd	A8-FN1	Cash
A8-FNd	A8-FN1	Cash

A9-S180
A9-S200
A9-SA3
A9-SA4
A9-SN4
A9-T11
A9-T21
A9-T22
A9-T23
A9-T24
A9-T25
A9-W11
A9-W12
A9-W21
A9-W22
A9-W23
A9-W31

247 VoIP Service
Sure Gsy Management Services to C
Transmission Link Traffic
Transmission Length Traffic
Switch
Reference Offer Interconnect Links
Fixed Network On-Island Origination
Fixed Network On-Island Termination
Fixed Network On-Island Transit
Fixed Network Off-Island Transit
Fixed Network Off-Island Termination
Wholesale Local Leased Lines
Wholesale Outside Bailiwick Leased
Wholesale ADSL
Wholesale Broadband SP
Wholesale VDSL
Wholesale Mast Sharing



**DRIVER: Guernsey Corporate Costs**

**Methodology overview:** Corporate costs are those relating to the company's highest level of management, along with certain financial activities and group reporting processes. These are unavoidable costs, but do not relate directly to particular activities or products. In line with generally accepted principles, this cost is driven across network components and products (at level A9), on an equal proportional mark-up basis. Outpayments are excluded from this process, as they are not impacted by any internal business requirements.

**Data Sources:** ABC Model

DRIVER REF:	SOURCE REF:	SOURCE:	SPLIT VALUE:	DESTINATION REF:	DESTINATION:	TO EACH:
A8-FNe	A8-FN4	Guernsey Corporate Costs		A9-AN5	Local Access Network - Customer C	This data populated by the ABC model.
A8-FNe	A8-FN4	Guernsey Corporate Costs		A9-AN6	Local Access Network - Infrastructure	
A8-FNe	A8-FN4	Guernsey Corporate Costs		A9-BL1	BlackBerry Service	
A8-FNe	A8-FN4	Guernsey Corporate Costs		A9-BN6	Broadband Customer Connectivity (V	
A8-FNe	A8-FN4	Guernsey Corporate Costs		A9-BN7	Broadband Network - Customer End	
A8-FNe	A8-FN4	Guernsey Corporate Costs		A9-BN8	Broadband Network - SP End	
A8-FNe	A8-FN4	Guernsey Corporate Costs		A9-BN9	Broadband Customers (New/Shift/Ce	
A8-FNe	A8-FN4	Guernsey Corporate Costs		A9-CC2	Concentrator (Core Network)	
A8-FNe	A8-FN4	Guernsey Corporate Costs		A9-CC3	Concentrator (Access)	
A8-FNe	A8-FN4	Guernsey Corporate Costs		A9-IN1	Internet Backbone	
A8-FNe	A8-FN4	Guernsey Corporate Costs		A9-J120	Sure Jersey Broadband	
A8-FNe	A8-FN4	Guernsey Corporate Costs		A9-J144	Sure Jsy IPTV Service	
A8-FNe	A8-FN4	Guernsey Corporate Costs		A9-J40	Sure Jsy Fixed Network Calls	
A8-FNe	A8-FN4	Guernsey Corporate Costs		A9-J70	Sure Jersey Business Services (inclu	
A8-FNe	A8-FN4	Guernsey Corporate Costs		A9-J80	Sure Jsy Mobile Services	
A8-FNe	A8-FN4	Guernsey Corporate Costs		A9-LC11	Mobile Data Leased Lines Connectio	
A8-FNe	A8-FN4	Guernsey Corporate Costs		A9-LC12	GGfL Leased Lines Connection	
A8-FNe	A8-FN4	Guernsey Corporate Costs		A9-LC13	Interconnect (RO) Leased Lines Coni	
A8-FNe	A8-FN4	Guernsey Corporate Costs		A9-LC14	Sure Jsy Leased Lines Connection	
A8-FNe	A8-FN4	Guernsey Corporate Costs		A9-LC15	SURE IoM Leased Lines Connection	
A8-FNe	A8-FN4	Guernsey Corporate Costs		A9-LC18	Bulk SMS Leased Lines Connection	
A8-FNe	A8-FN4	Guernsey Corporate Costs		A9-LC19	ISDN Bearer Circuits Connection	
A8-FNe	A8-FN4	Guernsey Corporate Costs		A9-LC20	Mobile VoIP Service Connection	
A8-FNe	A8-FN4	Guernsey Corporate Costs		A9-LC3	Outside Bailiwick Leased Lines Conn	
A8-FNe	A8-FN4	Guernsey Corporate Costs		A9-LC4	Wholesale Outside Bailiwick Leased	
A8-FNe	A8-FN4	Guernsey Corporate Costs		A9-LC5	Wholesale Bailiwick Leased Lines Cc	
A8-FNe	A8-FN4	Guernsey Corporate Costs		A9-LC7	Local Leased Lines Connection	
A8-FNe	A8-FN4	Guernsey Corporate Costs		A9-LC8	GSM Network Leased Lines Connect	
A8-FNe	A8-FN4	Guernsey Corporate Costs		A9-LC9	Sure Gsy Fixed to Mobile Customer \$	
A8-FNe	A8-FN4	Guernsey Corporate Costs		A9-LR12	GSM Network Leased Lines Rental	
A8-FNe	A8-FN4	Guernsey Corporate Costs		A9-LR13	Sure Gsy Fixed to Mobile Customer \$	
A8-FNe	A8-FN4	Guernsey Corporate Costs		A9-LR15	Mobile Data Leased Lines Rental	
A8-FNe	A8-FN4	Guernsey Corporate Costs		A9-LR16	GGfL Leased Lines Rental	
A8-FNe	A8-FN4	Guernsey Corporate Costs		A9-LR17	Interconnect (RO) Leased Lines Reni	
A8-FNe	A8-FN4	Guernsey Corporate Costs		A9-LR18	Bulk SMS Leased Lines Rental	
A8-FNe	A8-FN4	Guernsey Corporate Costs		A9-LR19	ISDN Bearer Circuits Rental	
A8-FNe	A8-FN4	Guernsey Corporate Costs		A9-LR20	Mobile VoIP Service Rental	
A8-FNe	A8-FN4	Guernsey Corporate Costs		A9-LR4	Local Leased Lines Rental	
A8-FNe	A8-FN4	Guernsey Corporate Costs		A9-LR5	Sure Jsy Leased Lines Rental	
A8-FNe	A8-FN4	Guernsey Corporate Costs		A9-LR6	SURE IoM Leased Lines Rental	
A8-FNe	A8-FN4	Guernsey Corporate Costs		A9-LR7	Outside Bailiwick Leased Lines Rent	
A8-FNe	A8-FN4	Guernsey Corporate Costs		A9-LR8	Wholesale Outside Bailiwick Leased	
A8-FNe	A8-FN4	Guernsey Corporate Costs		A9-LR9	Wholesale Bailiwick Leased Lines Re	
A8-FNe	A8-FN4	Guernsey Corporate Costs		A9-M120	Sure IoM Broadband	
A8-FNe	A8-FN4	Guernsey Corporate Costs		A9-M144	Sure IoM IPTV Service	
A8-FNe	A8-FN4	Guernsey Corporate Costs		A9-M40	Sure IoM Fixed Network Calls	

A8-FNe	A8-FN4	Guernsey Corporate Costs	A9-M70	Sure IoM Business Services (includin
A8-FNe	A8-FN4	Guernsey Corporate Costs	A9-M80	Sure IoM Mobile Services
A8-FNe	A8-FN4	Guernsey Corporate Costs	A9-MD1	Mobile Data Services
A8-FNe	A8-FN4	Guernsey Corporate Costs	A9-MN2	GSM Base Station
A8-FNe	A8-FN4	Guernsey Corporate Costs	A9-MN4	GSM Switch
A8-FNe	A8-FN4	Guernsey Corporate Costs	A9-MN5	Prepay System
A8-FNe	A8-FN4	Guernsey Corporate Costs	A9-MN6	Voicemail Platform
A8-FNe	A8-FN4	Guernsey Corporate Costs	A9-MN7	SMS Local (Non-bulk activity)
A8-FNe	A8-FN4	Guernsey Corporate Costs	A9-OT4	Outside Bailiwick Traffic
A8-FNe	A8-FN4	Guernsey Corporate Costs	A9-R101	Prepay On-net Calls
A8-FNe	A8-FN4	Guernsey Corporate Costs	A9-R102	Prepay Off-net Calls
A8-FNe	A8-FN4	Guernsey Corporate Costs	A9-R103	Prepay SMS
A8-FNe	A8-FN4	Guernsey Corporate Costs	A9-R104	Prepay Usage While Roaming
A8-FNe	A8-FN4	Guernsey Corporate Costs	A9-R11	Exchange Line Connection
A8-FNe	A8-FN4	Guernsey Corporate Costs	A9-R111	Directory White Pages
A8-FNe	A8-FN4	Guernsey Corporate Costs	A9-R112	Directory Yellow Pages
A8-FNe	A8-FN4	Guernsey Corporate Costs	A9-R12	Exchange Line Rental
A8-FNe	A8-FN4	Guernsey Corporate Costs	A9-R121	Retail ADSL
A8-FNe	A8-FN4	Guernsey Corporate Costs	A9-R122	Retail ADSL Pro
A8-FNe	A8-FN4	Guernsey Corporate Costs	A9-R124	Other ISP Services (incl. dial-up, Cor
A8-FNe	A8-FN4	Guernsey Corporate Costs	A9-R125	Retail VDSL
A8-FNe	A8-FN4	Guernsey Corporate Costs	A9-R126	Retail VDSL Pro
A8-FNe	A8-FN4	Guernsey Corporate Costs	A9-R13	Exchange Facilities
A8-FNe	A8-FN4	Guernsey Corporate Costs	A9-R131	Data Centre Hosted Services (inc. DI
A8-FNe	A8-FN4	Guernsey Corporate Costs	A9-R132	Data Centre Other Services (incl. GG
A8-FNe	A8-FN4	Guernsey Corporate Costs	A9-R141	Customer Equipment, Internal Wiring
A8-FNe	A8-FN4	Guernsey Corporate Costs	A9-R142	Miscellaneous Fixed Network Service
A8-FNe	A8-FN4	Guernsey Corporate Costs	A9-R143	Bulk SMS (Outside Bailiwick service)
A8-FNe	A8-FN4	Guernsey Corporate Costs	A9-R144	IPTV Service
A8-FNe	A8-FN4	Guernsey Corporate Costs	A9-R145	Distater Recovery & Commercial Pro
A8-FNe	A8-FN4	Guernsey Corporate Costs	A9-R21	ISDN 2 Servcies
A8-FNe	A8-FN4	Guernsey Corporate Costs	A9-R22	ISDN30 Servcies
A8-FNe	A8-FN4	Guernsey Corporate Costs	A9-R23	ISDN Facilities/Other Services
A8-FNe	A8-FN4	Guernsey Corporate Costs	A9-R31	Broadband Connect
A8-FNe	A8-FN4	Guernsey Corporate Costs	A9-R41	Fixed Line Local Geographical Calls
A8-FNe	A8-FN4	Guernsey Corporate Costs	A9-R42	Fixed Line Calls to Local Mobile
A8-FNe	A8-FN4	Guernsey Corporate Costs	A9-R43	Fixed Line Calls to local ISPs
A8-FNe	A8-FN4	Guernsey Corporate Costs	A9-R44	Fixed Line Calls to Jersey Fixed & Mc
A8-FNe	A8-FN4	Guernsey Corporate Costs	A9-R45	Fixed Line Calls to UK Fixed & Mobile
A8-FNe	A8-FN4	Guernsey Corporate Costs	A9-R46	Fixed Line Calls to International Fixec
A8-FNe	A8-FN4	Guernsey Corporate Costs	A9-R47	Fixed Line Calls Free to Calling Cust
A8-FNe	A8-FN4	Guernsey Corporate Costs	A9-R48	Fixed Line Calls Charged at Local Ca
A8-FNe	A8-FN4	Guernsey Corporate Costs	A9-R49	Fixed Line Calls Charged at National
A8-FNe	A8-FN4	Guernsey Corporate Costs	A9-R50	Fixed Line Calls Charged at Premiurr
A8-FNe	A8-FN4	Guernsey Corporate Costs	A9-R51	Fixed Line Calls to Directory Enquire
A8-FNe	A8-FN4	Guernsey Corporate Costs	A9-R61	Payphone Calls
A8-FNe	A8-FN4	Guernsey Corporate Costs	A9-R71	Local Leased Lines
A8-FNe	A8-FN4	Guernsey Corporate Costs	A9-R72	Outside Bailiwick Leased Lines
A8-FNe	A8-FN4	Guernsey Corporate Costs	A9-R73	Ethernet Connect
A8-FNe	A8-FN4	Guernsey Corporate Costs	A9-R81	Mobile Handsets/Accessories
A8-FNe	A8-FN4	Guernsey Corporate Costs	A9-R82	Postpay Service
A8-FNe	A8-FN4	Guernsey Corporate Costs	A9-R83	Prepay Service
A8-FNe	A8-FN4	Guernsey Corporate Costs	A9-R84	Mobile Data Servcies
A8-FNe	A8-FN4	Guernsey Corporate Costs	A9-R85	Guernsey Visiting Roamers
A8-FNe	A8-FN4	Guernsey Corporate Costs	A9-R86	Mobile Termination

A8-FNe	A8-FN4	Guernsey Corporate Costs	A9-R87	Transit of the Mobile Network
A8-FNe	A8-FN4	Guernsey Corporate Costs	A9-R88	Machine to Machine (M2M)
A8-FNe	A8-FN4	Guernsey Corporate Costs	A9-R91	Postpay On-net Calls
A8-FNe	A8-FN4	Guernsey Corporate Costs	A9-R92	Postpay Off-net Calls
A8-FNe	A8-FN4	Guernsey Corporate Costs	A9-R93	Postpay SMS
A8-FNe	A8-FN4	Guernsey Corporate Costs	A9-R94	Postpay Usage While Roaming
A8-FNe	A8-FN4	Guernsey Corporate Costs	A9-RG3	Product Management, Policy & Plann
A8-FNe	A8-FN4	Guernsey Corporate Costs	A9-S140	Products Provided To Other Sure Bu:
A8-FNe	A8-FN4	Guernsey Corporate Costs	A9-S180	247 VoIP Service
A8-FNe	A8-FN4	Guernsey Corporate Costs	A9-S200	Sure Gsy Management Services to C
A8-FNe	A8-FN4	Guernsey Corporate Costs	A9-SA3	Transmission Link Traffic
A8-FNe	A8-FN4	Guernsey Corporate Costs	A9-SA4	Transmission Length Traffic
A8-FNe	A8-FN4	Guernsey Corporate Costs	A9-SN4	Switch
A8-FNe	A8-FN4	Guernsey Corporate Costs	A9-T11	Reference Offer Interconnect Links
A8-FNe	A8-FN4	Guernsey Corporate Costs	A9-T21	Fixed Network On-Island Origination
A8-FNe	A8-FN4	Guernsey Corporate Costs	A9-T22	Fixed Network On-Island Termination
A8-FNe	A8-FN4	Guernsey Corporate Costs	A9-T23	Fixed Network On-Island Transit
A8-FNe	A8-FN4	Guernsey Corporate Costs	A9-T24	Fixed Network Off-Island Transit
A8-FNe	A8-FN4	Guernsey Corporate Costs	A9-T25	Fixed Network Off-Island Termination
A8-FNe	A8-FN4	Guernsey Corporate Costs	A9-W11	Wholesale Local Leased Lines
A8-FNe	A8-FN4	Guernsey Corporate Costs	A9-W12	Wholesale Outside Bailiwick Leased
A8-FNe	A8-FN4	Guernsey Corporate Costs	A9-W21	Wholesale ADSL
A8-FNe	A8-FN4	Guernsey Corporate Costs	A9-W22	Wholesale Broadband SP
A8-FNe	A8-FN4	Guernsey Corporate Costs	A9-W23	Wholesale VDSL
A8-FNe	A8-FN4	Guernsey Corporate Costs	A9-W31	Wholesale Mast Sharing

**DRIVER:** Management Fees

**Methodology overview:** The driver apportions the intercompany charges in relation to the head office support provided to Sure (Guernsey).

**Data Sources:** Management Information

DRIVER REF:	SOURCE REF:	SOURCE:	SPLIT VALUE:	DESTINATION REF:	DESTINATION:	TO EACH:
R1-FNL	R1-35964AXXXXXX	Management Fees		R9-Guernsey Corporate Costs	GUERNSEY CORPORATE COSTS	
R1-FNL	R1-35964AXXXXXX	Management Fees		R9-GSM SWITCH	GSM SWITCH	
R1-FNL	R1-35964AXXXXXX	Management Fees		R9-SURE IOM MOBILE SERVICES	SURE IOM MOBILE SERVICES	
R1-FNL	R1-35964AXXXXXX	Management Fees		R9-SURE JERSEY MOBILE SERVICES	SURE JERSEY MOBILE SERVICES	
R1-FNL	R1-35964AXXXXXX	Management Fees		R9-CUSTOMER SYSTEMS (e.g. CIS)	CUSTOMER SYSTEMS (e.g. CIS)	
R1-FNL	R1-35964AXXXXXX	Management Fees		R7-C2	Legal & Regulatory (Staff Related)	
R1-FNL	R1-35964AXXXXXX	Management Fees		R9-CORPORATE MARKETING ACTIVITIES	CORPORATE MARKETING ACTIVITIES	
R1-FNL	R1-35964AXXXXXX	Management Fees		R5-Guernsey Corporate IT Network	GUERNSEY CORPORATE IT NETWORK	
R1-FNL	R1-35964AXXXXXX	Management Fees		R9-DATA CENTRE HOSTED SERVICES (INC)	DATA CENTRE HOSTED SERVICES	
R1-FNL	R1-35964AXXXXXX	Management Fees		R9-STORES ACTIVITIES (GUERNSEY)	STORES ACTIVITIES (GUERNSEY)	
R1-FNL	R1-35964AXXXXXX	Management Fees		R6-C6	Customer Experience (Staff Related)	
R1-FNL	R1-35964AXXXXXX	Management Fees		R9-MPLS NETWORK	MPLS NETWORK	
R1-FNL	R1-35964AXXXXXX	Management Fees		R3-H3	Procurement & Logistics (Staff Related)	
R1-FNL	R1-35964AXXXXXX	Management Fees		R8-F5	Business Performance & Assurance	

**DRIVER: Internet Backbone**

**Methodology overview:** Internet backbone costs relate to the provision of Internet bandwidth to Sure's network from off-Island (and vice versa). The driver apportions these costs to the services listed below, based on system data relating to usage.

**Data Sources:** Internet bandwidth system data

DRIVER REF:	SOURCE REF:	SOURCE:	SPLIT VALUE:	DESTINATION REF:	DESTINATION:	TO EACH:
A9-INa	A9-IN1	Internet Backbone		C1-C0	Core Network Spare Capacity	
A9-INa	A9-IN1	Internet Backbone		C1-J120	Sure Jersey Broadband	
A9-INa	A9-IN1	Internet Backbone		C1-J70	Sure Jersey Business Services (inclu	
A9-INa	A9-IN1	Internet Backbone		C1-M120	SURE IOM Broadband	
A9-INa	A9-IN1	Internet Backbone		C1-M70	SURE IOM Business Services (includ	
A9-INa	A9-IN1	Internet Backbone		C1-R121	Retail ADSL	
A9-INa	A9-IN1	Internet Backbone		C1-R122	Retail ADSL Pro	
A9-INa	A9-IN1	Internet Backbone		C1-R124	Other ISP Services (incl. dial-up, Cor	
A9-INa	A9-IN1	Internet Backbone		C1-R125	Retail VDSL	
A9-INa	A9-IN1	Internet Backbone		C1-R126	Retail VDSL Pro	
A9-INa	A9-IN1	Internet Backbone		C1-R131	Data Centre Hosted Services (inc. DI	
A9-INa	A9-IN1	Internet Backbone		C1-R132	Data Centre Other Services (incl. GG	
A9-INa	A9-IN1	Internet Backbone		C1-R84	Mobile Data Services	

**DRIVER: GUERNSEY CORPORATE IT NETWORK**

**Methodology overview:** This driver apportions the cost of running and supporting Sure's computer network, based on the number of computers in use in each department. The same proportions are used to apportion general IT costs and associated debtors, creditors, NBV and depreciation relating to general IT use.

**Data Sources:** IT audit

DRIVER REF:	SOURCE REF:	SOURCE:	SPLIT VALUE:	DESTINATION REF:	DESTINATION:	TO EACH:
R5-IPa	R5-GUERNSEY CORPORATE IT NETWORK	GUERNSEY CORPORATE IT NETW		R6-C1	Corporate Centre (Staff Related)	
R5-IPa	R5-GUERNSEY CORPORATE IT NETWORK	GUERNSEY CORPORATE IT NETW		R6-C6	Customer Experience (Staff Related)	
R5-IPa	R5-GUERNSEY CORPORATE IT NETWORK	GUERNSEY CORPORATE IT NETW		R6-E2	Service Assurance - Core (Staff Rela	
R5-IPa	R5-GUERNSEY CORPORATE IT NETWORK	GUERNSEY CORPORATE IT NETW		R7-C2	Legal & Regulatory (Staff Related)	
R5-IPa	R5-GUERNSEY CORPORATE IT NETWORK	GUERNSEY CORPORATE IT NETW		R7-F3	Financial Planning & Analysis (Staff f	
R5-IPa	R5-GUERNSEY CORPORATE IT NETWORK	GUERNSEY CORPORATE IT NETW		R7-F4	Procurement & Logistics (Staff Relat	
R5-IPa	R5-GUERNSEY CORPORATE IT NETWORK	GUERNSEY CORPORATE IT NETW		R8-C3	Customer Operations (Staff Related)	
R5-IPa	R5-GUERNSEY CORPORATE IT NETWORK	GUERNSEY CORPORATE IT NETW		R8-E3	Service Assurance - Field (Staff Rela	
R5-IPa	R5-GUERNSEY CORPORATE IT NETWORK	GUERNSEY CORPORATE IT NETW		R8-E4	Service Design - Mobile (Staff Relate	
R5-IPa	R5-GUERNSEY CORPORATE IT NETWORK	GUERNSEY CORPORATE IT NETW		R7-E8	Service Integrity (Staff Related)	
R5-IPa	R5-GUERNSEY CORPORATE IT NETWORK	GUERNSEY CORPORATE IT NETW		R8-F2	Financial Control (Staff Related)	
R5-IPa	R5-GUERNSEY CORPORATE IT NETWORK	GUERNSEY CORPORATE IT NETW		R8-F5	Business Performance & Assurance	
R5-IPa	R5-GUERNSEY CORPORATE IT NETWORK	GUERNSEY CORPORATE IT NETW		R8-F7	Carrier Services (Staff Related)	
R5-IPa	R5-GUERNSEY CORPORATE IT NETWORK	GUERNSEY CORPORATE IT NETW		R8-M1	Product Management (Staff Related)	
R5-IPa	R5-GUERNSEY CORPORATE IT NETWORK	GUERNSEY CORPORATE IT NETW		R8-M4	Marketing (Staff Related)	
R5-IPa	R5-GUERNSEY CORPORATE IT NETWORK	GUERNSEY CORPORATE IT NETW		R8-M7	Global Ops (Staff Related)	
R5-IPa	R5-GUERNSEY CORPORATE IT NETWORK	GUERNSEY CORPORATE IT NETW		R8-S1	Enterprise Sales (Staff Related)	
R5-IPa	R5-GUERNSEY CORPORATE IT NETWORK	GUERNSEY CORPORATE IT NETW		R8-S2	Retail Sales (Staff Related)	
R5-IPa	R5-GUERNSEY CORPORATE IT NETWORK	GUERNSEY CORPORATE IT NETW		R8-S3	Information Services (Staff Related)	
R5-IPa	R5-GUERNSEY CORPORATE IT NETWORK	GUERNSEY CORPORATE IT NETW		R8-S5	Professional Services (Staff Related)	
R5-IPa	R5-GUERNSEY CORPORATE IT NETWORK	GUERNSEY CORPORATE IT NETW		R8-S6	Enterprise Service (Staff Related)	
R5-IPa	R5-GUERNSEY CORPORATE IT NETWORK	GUERNSEY CORPORATE IT NETW		R9-CUSTOMER EQUIPMENT / INTERNAL WI	CUSTOMER EQUIPMENT / INTERN	
R5-IPa	R5-GUERNSEY CORPORATE IT NETWORK	GUERNSEY CORPORATE IT NETW		R6-A9	Commercial Division (Staff Related)	
R5-IPa	R5-GUERNSEY CORPORATE IT NETWORK	GUERNSEY CORPORATE IT NETW		R6-S9	Sales Division (Staff Related)	
R5-IPa	R5-GUERNSEY CORPORATE IT NETWORK	GUERNSEY CORPORATE IT NETW		R6-F9	Customer Service Division (Staff Rel:	
R5-IPa	R5-GUERNSEY CORPORATE IT NETWORK	GUERNSEY CORPORATE IT NETW		R6-C9	Legal & Regulatory Division (Staff Re	
R5-IPa	R5-GUERNSEY CORPORATE IT NETWORK	GUERNSEY CORPORATE IT NETW		R6-M9	Finance Division (Staff Related)	
R5-IPa	R5-GUERNSEY CORPORATE IT NETWORK	GUERNSEY CORPORATE IT NETW		R6-H9	CTIO Division (Staff Related)	
R5-IPa	R5-GUERNSEY CORPORATE IT NETWORK	GUERNSEY CORPORATE IT NETW		R6-D9	Human Resources Division (Staff Re	

**DRIVER:** Leased Line Exchange Provision

**Methodology overview:** This driver apportions the cost of leased line provision across the various leased line types, based on the number of connections, factored by the average number of copper pairs used for the provision of each.

**Data Sources:** Sure's Data Warehouse

DRIVER REF:	SOURCE REF:	SOURCE:	SPLIT VALUE:	DESTINATION REF:	DESTINATION:	TO EACH:
A6-LCa	A6-LC1	Leased Line Exchange Provision		A8-LC10	Broadband Network Leased Lines Co	
A6-LCa	A6-LC1	Leased Line Exchange Provision		A8-LC2	Internet Backbone LL Connection	
A6-LCa	A6-LC1	Leased Line Exchange Provision		A9-LC5	Wholesale Bailiwick Leased Lines Co	
A6-LCa	A6-LC1	Leased Line Exchange Provision		A9-LC4	Wholesale Outside Bailiwick Leased	
A6-LCa	A6-LC1	Leased Line Exchange Provision		A9-LC3	Outside Bailiwick Leased Lines Conn	
A6-LCa	A6-LC1	Leased Line Exchange Provision		A9-LC8	GSM Network Leased Lines Connect	
A6-LCa	A6-LC1	Leased Line Exchange Provision		A9-LC7	Local Leased Lines Connection	
A6-LCa	A6-LC1	Leased Line Exchange Provision		A9-LC11	Mobile Data Leased Lines Connectio	
A6-LCa	A6-LC1	Leased Line Exchange Provision		A9-LC9	Sure Gsy Fixed to Mobile Customer	
A6-LCa	A6-LC1	Leased Line Exchange Provision		A9-LC13	Interconnect (RO) Leased Lines Con	
A6-LCa	A6-LC1	Leased Line Exchange Provision		A9-LC14	Sure Jsy Leased Lines Connection	
A6-LCa	A6-LC1	Leased Line Exchange Provision		A9-LC12	GGfL Leased Lines Connection	
A6-LCa	A6-LC1	Leased Line Exchange Provision		A9-LC20	Mobile VoIP Service Connection	

**DRIVER: STORES ACTIVITIES (GUERNSEY)**

**Methodology overview:** This driver apportions the costs associated with the logistics facilities within Sure. A system generated report details stock items, which are classified by the relevant service/product types listed below. The output is reconciled to the stock figure within the company's statutory accounts.

**Data Sources:** Accounting System

DRIVER REF:	SOURCE REF:	SOURCE:	SPLIT VALUE:	DESTINATION REF:	DESTINATION:	TO EACH:
R9-LGa	R9-STORES ACTIVITIES (GUERNSEY)	STORES ACTIVITIES (GUERNSEY)		A5-SA1	Transmission Link (Equipment)	
R9-LGa	R9-STORES ACTIVITIES (GUERNSEY)	STORES ACTIVITIES (GUERNSEY)		A6-LC1	Leased Line Exchange Provision	
R9-LGa	R9-STORES ACTIVITIES (GUERNSEY)	STORES ACTIVITIES (GUERNSEY)		A9-AN5	Local Access Network - Customer Cc	
R9-LGa	R9-STORES ACTIVITIES (GUERNSEY)	STORES ACTIVITIES (GUERNSEY)		A9-AN6	Local Access Network - Infrastructure	
R9-LGa	R9-STORES ACTIVITIES (GUERNSEY)	STORES ACTIVITIES (GUERNSEY)		A9-BL1	BlackBerry Service	
R9-LGa	R9-STORES ACTIVITIES (GUERNSEY)	STORES ACTIVITIES (GUERNSEY)		A9-LR4	Local Leased Lines Rental	
R9-LGa	R9-STORES ACTIVITIES (GUERNSEY)	STORES ACTIVITIES (GUERNSEY)		A9-R121	Retail ADSL	
R9-LGa	R9-STORES ACTIVITIES (GUERNSEY)	STORES ACTIVITIES (GUERNSEY)		A9-R122	Retail ADSL Pro	
R9-LGa	R9-STORES ACTIVITIES (GUERNSEY)	STORES ACTIVITIES (GUERNSEY)		A9-R141	Customer Equipment, Internal Wiring	
R9-LGa	R9-STORES ACTIVITIES (GUERNSEY)	STORES ACTIVITIES (GUERNSEY)		A9-R144	IPTV Service	
R9-LGa	R9-STORES ACTIVITIES (GUERNSEY)	STORES ACTIVITIES (GUERNSEY)		A9-R61	Payphone Calls	
R9-LGa	R9-STORES ACTIVITIES (GUERNSEY)	STORES ACTIVITIES (GUERNSEY)		A9-R81	Mobile Handsets/Accessories	
R9-LGa	R9-STORES ACTIVITIES (GUERNSEY)	STORES ACTIVITIES (GUERNSEY)		A9-R82	Postpay Service	
R9-LGa	R9-STORES ACTIVITIES (GUERNSEY)	STORES ACTIVITIES (GUERNSEY)		A9-R83	Prepay Service	



**DRIVER:** Off Island Leased Lines Link

**Methodology overview:** This driver apportions the cost of the off-island leased line links, weighted by 2Mbit equivalent circuit capacities. This is undertaken through a listing of all relevant circuits and analysis of this to provide the appropriate circuit capacity weightings.

**Data Sources:** Sourced from Sure's data warehouse

DRIVER REF:	SOURCE REF:	SOURCE:	SPLIT VALUE:	DESTINATION REF:	DESTINATION:	TO EACH:
A6-LRa	A6-LR1	Off Island Leased Lines Link		A9-LR7	Outside Bailiwick Leased Lines Rent:	
A6-LRa	A6-LR1	Off Island Leased Lines Link		A9-LR5	Sure Jersey Leased Lines Rental	
A6-LRa	A6-LR1	Off Island Leased Lines Link		A9-LR6	SURE IOM Leased Lines Rental	
A6-LRa	A6-LR1	Off Island Leased Lines Link		A9-LR8	Wholesale Outside Bailiwick Leased	

**DRIVER:** Customer Sited Access/Service Equipment

**Methodology overview:** This driver apportions the cost of certain leased line equipment provided at the customers' premises (controlled by Sure's Core Network).

**Data Sources:** Sure's data warehouse

DRIVER REF:	SOURCE REF:	SOURCE:	SPLIT VALUE:	DESTINATION REF:	DESTINATION:	TO EACH:
A7-LRb	A7-LR2	Customer Sited Access/Service Equip		A9-LR8	Wholesale Outside Bailiwick Leased	
A7-LRb	A7-LR2	Customer Sited Access/Service Equip		A9-LR7	Outside Bailiwick Leased Lines Rent	
A7-LRb	A7-LR2	Customer Sited Access/Service Equip		A9-LR4	Local Leased Lines Rental	
A7-LRb	A7-LR2	Customer Sited Access/Service Equip		A9-LR5	Sure Jersey Leased Lines Rental	
A7-LRb	A7-LR2	Customer Sited Access/Service Equip		A9-LR6	SURE IOM Leased Lines Rental	
A7-LRb	A7-LR2	Customer Sited Access/Service Equip		A9-LR9	Wholesale Bailiwick Leased Lines R	
A7-LRb	A7-LR2	Customer Sited Access/Service Equip		A9-LR15	Mobile Data Leased Lines Rental	
A7-LRb	A7-LR2	Customer Sited Access/Service Equip		A9-LR16	GGfL Leased Lines Rental	
A7-LRb	A7-LR2	Customer Sited Access/Service Equip		A9-IN1	Internet Backbone	

**DRIVER:** Mobile Data Services

**Methodology overview:** This driver apportions the cost of mobile data usage based on the amount of bandwidth used by each of the businesses (Guernsey, Jersey & Isle of Man).

**Data Sources:** HSPA report

<b>DRIVER REF:</b>	<b>SOURCE REF:</b>	<b>SOURCE:</b>	<b>SPLIT VALUE:</b>	<b>DESTINATION REF:</b>	<b>DESTINATION:</b>	<b>TO EACH:</b>
A9-MDa	A9-MD1	Mobile Data Services		C1-M80	SURE IOM Mobile Services	
A9-MDa	A9-MD1	Mobile Data Services		C1-J80	Sure Jersey Mobile Services	
A9-MDa	A9-MD1	Mobile Data Services		C1-R84	Mobile Data Servcies	

**DRIVER: Corporate Marketing Costs**

**Methodology overview:** Corporate marketing costs are those considered too general to be specifically related to individual products and so are apportioned based on the revenue that each listed product generates.

**Data Sources:** ABC Model & 'Revenue by product .xls' spreadsheet

DRIVER REF:	SOURCE REF:	SOURCE:	SPLIT VALUE:	DESTINATION REF:	DESTINATION:	TO EACH:
A8-MKa	A8-MK1	Corporate Marketing Costs		A9-R101	Prepay On-net Calls	
A8-MKa	A8-MK1	Corporate Marketing Costs		A9-R102	Prepay Off-net Calls	
A8-MKa	A8-MK1	Corporate Marketing Costs		A9-R103	Prepay SMS	
A8-MKa	A8-MK1	Corporate Marketing Costs		A9-R104	Prepay Usage While Roaming	
A8-MKa	A8-MK1	Corporate Marketing Costs		A9-R11	Exchange Line Connection	
A8-MKa	A8-MK1	Corporate Marketing Costs		A9-R111	Directory White Pages	
A8-MKa	A8-MK1	Corporate Marketing Costs		A9-R112	Directory Yellow Pages	
A8-MKa	A8-MK1	Corporate Marketing Costs		A9-R12	Exchange Line Rental	
A8-MKa	A8-MK1	Corporate Marketing Costs		A9-R121	Retail ADSL	
A8-MKa	A8-MK1	Corporate Marketing Costs		A9-R122	Retail ADSL Pro	
A8-MKa	A8-MK1	Corporate Marketing Costs		A9-R124	Other ISP Services (incl. dial-up, C	
A8-MKa	A8-MK1	Corporate Marketing Costs		A9-R125	Retail VDSL	
A8-MKa	A8-MK1	Corporate Marketing Costs		A9-R126	Retail VDSL Pro	
A8-MKa	A8-MK1	Corporate Marketing Costs		A9-R13	Exchange Facilities	
A8-MKa	A8-MK1	Corporate Marketing Costs		A9-R131	Data Centre Hosted Services (inc.	
A8-MKa	A8-MK1	Corporate Marketing Costs		A9-R132	Data Centre Other Services (incl. C	
A8-MKa	A8-MK1	Corporate Marketing Costs		A9-R141	Customer Equipment, Internal Wiri	
A8-MKa	A8-MK1	Corporate Marketing Costs		A9-R142	Miscellaneous Fixed Network Servi	
A8-MKa	A8-MK1	Corporate Marketing Costs		A9-R144	IPTV Service	
A8-MKa	A8-MK1	Corporate Marketing Costs		A9-R21	ISDN 2 Servcies	
A8-MKa	A8-MK1	Corporate Marketing Costs		A9-R22	ISDN30 Servcies	
A8-MKa	A8-MK1	Corporate Marketing Costs		A9-R23	ISDN Facilities/Other Services	
A8-MKa	A8-MK1	Corporate Marketing Costs		A9-R41	Fixed Line Local Geographical Call	
A8-MKa	A8-MK1	Corporate Marketing Costs		A9-R42	Fixed Line Calls to Local Mobile	
A8-MKa	A8-MK1	Corporate Marketing Costs		A9-R43	Fixed Line Calls to local ISPs	
A8-MKa	A8-MK1	Corporate Marketing Costs		A9-R44	Fixed Line Calls to Jersey Fixed &	
A8-MKa	A8-MK1	Corporate Marketing Costs		A9-R45	Fixed Line Calls to UK Fixed & Mol	
A8-MKa	A8-MK1	Corporate Marketing Costs		A9-R46	Fixed Line Calls to International Fi	
A8-MKa	A8-MK1	Corporate Marketing Costs		A9-R47	Fixed Line Calls Free to Calling Cu	
A8-MKa	A8-MK1	Corporate Marketing Costs		A9-R48	Fixed Line Calls Charged at Local I	
A8-MKa	A8-MK1	Corporate Marketing Costs		A9-R49	Fixed Line Calls Charged at Nation	
A8-MKa	A8-MK1	Corporate Marketing Costs		A9-R50	Fixed Line Calls Charged at Premi	
A8-MKa	A8-MK1	Corporate Marketing Costs		A9-R51	Fixed Line Calls to Directory Enqui	
A8-MKa	A8-MK1	Corporate Marketing Costs		A9-R61	Payphone Calls	
A8-MKa	A8-MK1	Corporate Marketing Costs		A9-R71	Local Leased Lines	
A8-MKa	A8-MK1	Corporate Marketing Costs		A9-R72	Outside Bailiwick Leased Lines	
A8-MKa	A8-MK1	Corporate Marketing Costs		A9-R73	Ethernet Connect	
A8-MKa	A8-MK1	Corporate Marketing Costs		A9-R81	Mobile Handsets/Accessories	
A8-MKa	A8-MK1	Corporate Marketing Costs		A9-R82	Postpay Service	
A8-MKa	A8-MK1	Corporate Marketing Costs		A9-R83	Prepay Service	
A8-MKa	A8-MK1	Corporate Marketing Costs		A9-R84	Mobile Data Servcies	
A8-MKa	A8-MK1	Corporate Marketing Costs		A9-R85	Guernsey Visiting Roamers	
A8-MKa	A8-MK1	Corporate Marketing Costs		A9-R91	Postpay On-net Calls	
A8-MKa	A8-MK1	Corporate Marketing Costs		A9-R92	Postpay Off-net Calls	
A8-MKa	A8-MK1	Corporate Marketing Costs		A9-R93	Postpay SMS	

A8-MKa

A8-MK1

Corporate Marketing Costs

A9-R94

Postpay Usage While Roaming

**DRIVER:** Comverse Platform

**Methodology overview:** The Comverse Platform is used for prepay and postpay network management. The platform also services Sure's M2M business.

**Data Sources:** Subscriber analysis

DRIVER REF:	SOURCE REF:	SOURCE:	SPLIT VALUE:	DESTINATION REF:	DESTINATION:	TO EACH:
A7-MNa	A7-MN1	Comverse Platform		A9-R82	Postpay subscribers	
A7-MNa	A7-MN1	Comverse Platform		A9-R83	Prepay subscribers	
A7-MNa	A7-MN1	Comverse Platform		A9-R88	Machine to Machine (M2M)	

**DRIVER: Interconnect / RO Transactions**

**Methodology overview:** Sure receives a variety of revenues from interconnect and Reference Offer partners. The associated debtor values currently relate to the call types shown below (destinations) and are apportioned on the basis of the mean debtors balance relating to each type.

**Data Sources:** Debtor analysis (including revenue by product)

<b>DRIVER REF:</b>	<b>SOURCE REF:</b>	<b>SOURCE:</b>	<b>SPLIT VALUE:</b>	<b>DESTINATION REF:</b>	<b>DESTINATION:</b>	<b>TO EACH:</b>
A8-MSa	A8-MS1	Interconnect / RO Transactions		A9-T23	Fixed Network On-Island Transit	
A8-MSa	A8-MS1	Interconnect / RO Transactions		A9-T24	Fixed Network Off-Island Transit	
A8-MSa	A8-MS1	Interconnect / RO Transactions		A9-T21	Fixed Network On-Island Origination	
A8-MSa	A8-MS1	Interconnect / RO Transactions		A9-T22	Fixed Network On-Island Termination	
A8-MSa	A8-MS1	Interconnect / RO Transactions		A9-T25	Fixed Network Off-Island Termination	
A8-MSa	A8-MS1	Interconnect / RO Transactions		A9-T11	Reference Offer Interconnect Links	
A8-MSa	A8-MS1	Interconnect / RO Transactions		A9-R87	Transit of the Mobile Network	

**DRIVER:** Training

**Methodology overview:** Training costs are apportioned to the relevant departments based on analysis of total training spend by each.

**Data Sources:** Microsoft AX / Human Resources

DRIVER REF:	SOURCE REF:	SOURCE:	SPLIT VALUE:	DESTINATION REF:	DESTINATION:	TO EACH:
R1-OSa	R1-CR41B	Creditors: Training		R3-H3	Human Resources (Staff Related)	
R1-OSa	R1-CR41B	Creditors: Training		R4-E6	Security & Systems (Staff Related)	
R1-OSa	R1-CR41B	Creditors: Training		R5-GUERNSEY CORPORATE IT NETWORK	GUERNSEY CORPORATE IT NETW	
R1-OSa	R1-CR41B	Creditors: Training		R6-C1	Corporate Centre (Staff Related)	
R1-OSa	R1-CR41B	Creditors: Training		R6-D9	Human Resources Division (Staff Re	
R1-OSa	R1-CR41B	Creditors: Training		R7-C2	Legal & Regulatory (Staff Related)	
R1-OSa	R1-CR41B	Creditors: Training		R7-F4	Procurement & Logistics (Staff Relat	
R1-OSa	R1-CR41B	Creditors: Training		R8-C3	Customer Operations (Staff Related)	
R1-OSa	R1-CR41B	Creditors: Training		R6-C6	Customer Experience (Staff Related)	
R1-OSa	R1-CR41B	Creditors: Training		R7-E8	Service Integrity (Staff Related)	
R1-OSa	R1-CR41B	Creditors: Training		R7-F3	Financial Planning & Analysis (Staff f	
R1-OSa	R1-CR41B	Creditors: Training		R8-S1	Enterprise Sales (Staff Related)	
R1-OSa	R1-CR41B	Creditors: Training		R9-CORPORATE MARKETING ACTIVITIES	CORPORATE MARKETING ACTIVIT	
R1-OSa	R1-CR41B	Creditors: Training		R9-CUSTOMER EQUIPMENT / INTERNAL WI	CUSTOMER EQUIPMENT / INTERN	
R1-OSa	R1-CR41B	Creditors: Training		R9-DATA CENTRE HOSTED SERVICES (INC	DATA CENTRE HOSTED SERVICE	
R1-OSa	R1-CR41B	Creditors: Training		R9-GSM BASE STATIONS	GSM BASE STATIONS	
R1-OSa	R1-CR41B	Creditors: Training		R9-UNDERGROUND NETWORK	UNDERGROUND NETWORK	
R1-OSa	R1-35321AXXXXXX	Training		R3-H3	Human Resources (Staff Related)	
R1-OSa	R1-35321AXXXXXX	Training		R4-E6	Security & Systems (Staff Related)	
R1-OSa	R1-35321AXXXXXX	Training		R5-GUERNSEY CORPORATE IT NETWORK	GUERNSEY CORPORATE IT NETW	
R1-OSa	R1-35321AXXXXXX	Training		R6-C1	Corporate Centre (Staff Related)	
R1-OSa	R1-35321AXXXXXX	Training		R6-D9	Human Resources Division (Staff Re	
R1-OSa	R1-35321AXXXXXX	Training		R7-C2	Legal & Regulatory (Staff Related)	
R1-OSa	R1-35321AXXXXXX	Training		R7-F4	Procurement & Logistics (Staff Relat	
R1-OSa	R1-35321AXXXXXX	Training		R8-C3	Customer Operations (Staff Related)	
R1-OSa	R1-35321AXXXXXX	Training		R6-C6	Customer Experience (Staff Related)	
R1-OSa	R1-35321AXXXXXX	Training		R7-E8	Service Integrity (Staff Related)	
R1-OSa	R1-35321AXXXXXX	Training		R7-F3	Financial Planning & Analysis (Staff f	
R1-OSa	R1-35321AXXXXXX	Training		R8-S1	Enterprise Sales (Staff Related)	
R1-OSa	R1-35321AXXXXXX	Training		R9-CORPORATE MARKETING ACTIVITIES	CORPORATE MARKETING ACTIVIT	
R1-OSa	R1-35321AXXXXXX	Training		R9-CUSTOMER EQUIPMENT / INTERNAL WI	CUSTOMER EQUIPMENT / INTERN	
R1-OSa	R1-35321AXXXXXX	Training		R9-DATA CENTRE HOSTED SERVICES (INC	DATA CENTRE HOSTED SERVICE	
R1-OSa	R1-35321AXXXXXX	Training		R9-GSM BASE STATIONS	GSM BASE STATIONS	
R1-OSa	R1-35321AXXXXXX	Training		R9-UNDERGROUND NETWORK	UNDERGROUND NETWORK	



**DRIVER:** Relocation Costs

**Methodology overview:** The cost of relocating staff is dealt with by directly allocating the cost to the department in which the staff member works.

**Data Sources:** Microsoft AX

DRIVER REF:	SOURCE REF:	SOURCE:	SPLIT VALUE:	DESTINATION REF:	DESTINATION:	TO EACH:
R1-OSc	R1-35960AXXXXXX	Relocation Costs		R6-C1	Corporate Centre (Staff Related)	
R1-OSc	R1-35960AXXXXXX	Relocation Costs		R6-C9	Legal & Regulatory Division (Staff Re	
R1-OSc	R1-35960AXXXXXX	Relocation Costs		R6-D9	Human Resources Division (Staff Re	
R1-OSc	R1-35960AXXXXXX	Relocation Costs		R6-F9	Customer Service Division (Staff Rel:	
R1-OSc	R1-35960AXXXXXX	Relocation Costs		R6-H9	CTIO Division (Staff Related)	
R1-OSc	R1-35960AXXXXXX	Relocation Costs		R6-M9	Finance Division (Staff Related)	
R1-OSc	R1-35960AXXXXXX	Relocation Costs		R6-S9	Sales Division (Staff Related)	
R1-OSc	R1-35960AXXXXXX	Relocation Costs		R7-C2	Legal & Regulatory (Staff Related)	
R1-OSc	R1-35960AXXXXXX	Relocation Costs		R7-F4	Procurement & Logistics (Staff Relat	
R1-OSc	R1-35960AXXXXXX	Relocation Costs		R8-F5	Business Performance & Assurance	
R1-OSc	R1-35960AXXXXXX	Relocation Costs		R8-M1	Product Management (Staff Related)	

**DRIVER: Commission All Products**

**Methodology overview:** This driver deals with sales commissions in relation to the selling of Sure's products and services. Whilst within Sure's statutory accounts commission is shown as a reduction of revenue, for regulatory accounting purposes commission is treated as a cost.

**Data Sources:** Staff Activity Database & AX Extract

DRIVER REF:	SOURCE REF:	SOURCE:	SPLIT VALUE:	DESTINATION REF:	DESTINATION:	TO EACH:
R1-OSe	R1-18998AXXXXXX	Commission All Products		R9-BLACKBERRY	BLACKBERRY	
R1-OSe	R1-18998AXXXXXX	Commission All Products		R9-BROADBAND HOME GATEWAY / SP WO	BROADBAND HOME GATEWAY / S	
R1-OSe	R1-18998AXXXXXX	Commission All Products		R9-CONFERENCE CALLS	CONFERENCE CALLS	
R1-OSe	R1-18998AXXXXXX	Commission All Products		R9-CORPORATE MARKETING ACTIVITIES	CORPORATE MARKETING ACTIVIT	
R1-OSe	R1-18998AXXXXXX	Commission All Products		R9-CUSTOMER EQUIPMENT / INTERNAL WI	CUSTOMER EQUIPMENT / INTERN	
R1-OSe	R1-18998AXXXXXX	Commission All Products		R8-C3	CUSTOMER SUPPORT CENTRE	
R1-OSe	R1-18998AXXXXXX	Commission All Products		R9-CWGSY BROADBAND	CWGSY BROADBAND	
R1-OSe	R1-18998AXXXXXX	Commission All Products		R9-DATA CENTRE HOSTED SERVICES (INC	DATA CENTRE HOSTED SERVICE	
R1-OSe	R1-18998AXXXXXX	Commission All Products		R9-DATA CENTRE OTHER SERVICES (INCL.	DATA CENTRE OTHER SERVICES	
R1-OSe	R1-18998AXXXXXX	Commission All Products		R9-DIRECTORY WHITE PAGE TEXT	DIRECTORY WHITE PAGE TEXT	
R1-OSe	R1-18998AXXXXXX	Commission All Products		R9-EASY/BULK SMS	EASY/BULK SMS	
R1-OSe	R1-18998AXXXXXX	Commission All Products		R9-ETHERNET CONNECT	ETHERNET CONNECT	
R1-OSe	R1-18998AXXXXXX	Commission All Products		R9-EXCHANGE LINES	EXCHANGE LINES	
R1-OSe	R1-18998AXXXXXX	Commission All Products		R9-EXCHANGE LINES (PSTN/ISDN) MAINT	EXCHANGE LINES (PSTN/ISDN) M/	
R1-OSe	R1-18998AXXXXXX	Commission All Products		R9-FIXED NETWORK BILLING / PAYMENTS	FIXED NETWORK BILLING / PAYME	
R1-OSe	R1-18998AXXXXXX	Commission All Products		R9-GSY IPTV SERVICE	GSY IPTV SERVICE	
R1-OSe	R1-18998AXXXXXX	Commission All Products		R9-GSY MOBILE DATA (GPRS & 3G)	GSY MOBILE DATA (GPRS & 3G)	
R1-OSe	R1-18998AXXXXXX	Commission All Products		R9-GUERNSEY CORPORATE COSTS	GUERNSEY CORPORATE COSTS	
R1-OSe	R1-18998AXXXXXX	Commission All Products		R9-INTERCONNECT / REFERENCE OFFER /	INTERCONNECT / REFERENCE OF	
R1-OSe	R1-18998AXXXXXX	Commission All Products		R9-LANs - RETAIL	LANs - RETAIL	
R1-OSe	R1-18998AXXXXXX	Commission All Products		R9-LANs - WHOLESALE	LANs - WHOLESALE	
R1-OSe	R1-18998AXXXXXX	Commission All Products		R9-MANAGED SERVICES	MANAGED SERVICES	
R1-OSe	R1-18998AXXXXXX	Commission All Products		R9-MOBILE BILLING/PAYMENTS	MOBILE BILLING/PAYMENTS	
R1-OSe	R1-18998AXXXXXX	Commission All Products		R9-MOBILE HANDSETS/ACCESSORIES	MOBILE HANDSETS/ACCESSORIE	
R1-OSe	R1-18998AXXXXXX	Commission All Products		R9-MOBILE NUMBER PORTABILITY (MNP)	MOBILE NUMBER PORTABILITY (M	
R1-OSe	R1-18998AXXXXXX	Commission All Products		R9-MPLS NETWORK	MPLS NETWORK	
R1-OSe	R1-18998AXXXXXX	Commission All Products		R9-OTHER ISP SERVICES (INCL. DIAL UP, C	OTHER ISP SERVICES (INCL. DIAL	
R1-OSe	R1-18998AXXXXXX	Commission All Products		R9-POSTPAY SERVICE	POSTPAY SERVICE	
R1-OSe	R1-18998AXXXXXX	Commission All Products		R9-PREPAY SERVICE	PREPAY SERVICE	
R1-OSe	R1-18998AXXXXXX	Commission All Products		R9-PREPAY SIMS	PREPAY SIMS	
R1-OSe	R1-18998AXXXXXX	Commission All Products		R9-PRICE CONTROL ANALYSIS	PRICE CONTROL ANALYSIS	
R1-OSe	R1-18998AXXXXXX	Commission All Products		R9-REGULATORY STRATEGY	REGULATORY STRATEGY	
R1-OSe	R1-18998AXXXXXX	Commission All Products		R9-RETAIL FIXED CALLS	RETAIL FIXED CALLS	
R1-OSe	R1-18998AXXXXXX	Commission All Products		R9-RETAIL LOCAL LEASED LINES	RETAIL LOCAL LEASED LINES	
R1-OSe	R1-18998AXXXXXX	Commission All Products		R9-RETAIL OUTSIDE BAILIWICK LEASED LI	RETAIL OUTSIDE BAILIWICK LEAS	
R1-OSe	R1-18998AXXXXXX	Commission All Products		R9-RETAIL PRICING/REPORTING	RETAIL PRICING/REPORTING	
R1-OSe	R1-18998AXXXXXX	Commission All Products		R9-ROAMING FACILITY	ROAMING FACILITY	
R1-OSe	R1-18998AXXXXXX	Commission All Products		R9-SDH EQUIPMENT	SDH EQUIPMENT	
R1-OSe	R1-18998AXXXXXX	Commission All Products		R9-SIP	SIP	
R1-OSe	R1-18998AXXXXXX	Commission All Products		R9-SMS (TEXT MESSAGES)	SMS (TEXT MESSAGES)	
R1-OSe	R1-18998AXXXXXX	Commission All Products		R9-SUBMARINE CABLES	SUBMARINE CABLES	
R1-OSe	R1-18998AXXXXXX	Commission All Products		R9-VOICEMAIL	VOICEMAIL	
R1-OSe	R1-18998AXXXXXX	Commission All Products		R9-GSM SWITCH	VOIP (OFFSHORE SERVICES)	
R1-OSe	R1-18998AXXXXXX	Commission All Products		R9-WHOLESALE BROADBAND	WHOLESALE BROADBAND	
R1-OSe	R1-18998AXXXXXX	Commission All Products		R9-WHOLESALE EXCHANGE LINES	WHOLESALE EXCHANGE LINES	
R1-OSe	R1-18998AXXXXXX	Commission All Products		R9-WHOLESALE LOCAL LEASED LINES	WHOLESALE LOCAL LEASED LINE	

R1-OSe

R1-18998AXXXXX

Commission All Products

R9-WHOLESALE OUTSIDE BAILIWICK LEAS WHOLESALE OUTSIDE BAILIWICK

**DRIVER:** General EXCO Costs

**Methodology overview:** This driver apportions the centrally held costs of Sure's senior management team (Exco) across the various relevant departments. For general business reporting purposes all Exco costs are captured in one department, but for regulatory reporting the values are separated to allow a more accurate activity based costing methodology.

**Data Sources:** Management information

DRIVER REF:	SOURCE REF:	SOURCE:	SPLIT VALUE:	DESTINATION REF:	DESTINATION:	TO EACH:
R2-OSf	R2-General EXCO Costs	General EXCO Costs		R6-A9	Commercial Division (Staff Related)	
R2-OSf	R2-General EXCO Costs	General EXCO Costs		R6-S9	Sales Division (Staff Related)	
R2-OSf	R2-General EXCO Costs	General EXCO Costs		R6-F9	Customer Service Division (Staff Rel:	
R2-OSf	R2-General EXCO Costs	General EXCO Costs		R6-C9	Legal & Regulatory Division (Staff Re	
R2-OSf	R2-General EXCO Costs	General EXCO Costs		R6-M9	Finance Division (Staff Related)	
R2-OSf	R2-General EXCO Costs	General EXCO Costs		R6-H9	Technical Division (Staff Related)	
R2-OSf	R2-General EXCO Costs	General EXCO Costs		R6-D9	Human Resources Division (Staff Re	
R2-OSf	R2-General EXCO Costs	General EXCO Costs		R6-C1	CEO's Office (Staff Related)	

**DRIVER. R2-EMPLOYMENT OVERHEADS**

**Methodology overview:** Employment overheads, which relate to general staff costs that cannot be assigned specifically to individual departments, are apportioned based on FTE per department.

**Data Sources:** HR / ABC Model

DRIVER REF:	SOURCE REF:	SOURCE:	SPLIT VALUE:	DESTINATION REF:	DESTINATION:	TO EACH:
R2-OSg	R2-EMPLOYMENT OVERHEADS	R2-EMPLOYMENT OVERHEADS		R8-C3	Customer Operations (Staff Related)	<b>This data populated by the ABC model.</b>
R2-OSg	R2-EMPLOYMENT OVERHEADS	R2-EMPLOYMENT OVERHEADS		R7-E8	Service Integrity (Staff Related)	
R2-OSg	R2-EMPLOYMENT OVERHEADS	R2-EMPLOYMENT OVERHEADS		R8-F2	Financial Control (Staff Related)	
R2-OSg	R2-EMPLOYMENT OVERHEADS	R2-EMPLOYMENT OVERHEADS		R8-E3	Service Assurance - Field (Staff Relate	
R2-OSg	R2-EMPLOYMENT OVERHEADS	R2-EMPLOYMENT OVERHEADS		R8-S2	Retail Sales (Staff Related)	
R2-OSg	R2-EMPLOYMENT OVERHEADS	R2-EMPLOYMENT OVERHEADS		R4-E9	Service Design (Staff Related)	
R2-OSg	R2-EMPLOYMENT OVERHEADS	R2-EMPLOYMENT OVERHEADS		R4-E6	Security & Systems (Staff Related)	
R2-OSg	R2-EMPLOYMENT OVERHEADS	R2-EMPLOYMENT OVERHEADS		R8-M1	Product Management (Staff Related)	
R2-OSg	R2-EMPLOYMENT OVERHEADS	R2-EMPLOYMENT OVERHEADS		R8-E4	Service Design - Mobile (Staff Relate	
R2-OSg	R2-EMPLOYMENT OVERHEADS	R2-EMPLOYMENT OVERHEADS		R6-E2	Service Assurance - Core (Staff Relate	
R2-OSg	R2-EMPLOYMENT OVERHEADS	R2-EMPLOYMENT OVERHEADS		R8-S1	Enterprise Sales (Staff Related)	
R2-OSg	R2-EMPLOYMENT OVERHEADS	R2-EMPLOYMENT OVERHEADS		R4-E5	Service Assurance - IP (Staff Related)	
R2-OSg	R2-EMPLOYMENT OVERHEADS	R2-EMPLOYMENT OVERHEADS		R7-F4	Procurement & Logistics (Staff Related)	
R2-OSg	R2-EMPLOYMENT OVERHEADS	R2-EMPLOYMENT OVERHEADS		R4-E7	Project Management Office (Staff Related)	
R2-OSg	R2-EMPLOYMENT OVERHEADS	R2-EMPLOYMENT OVERHEADS		R6-C6	Customer Experience (Staff Related)	
R2-OSg	R2-EMPLOYMENT OVERHEADS	R2-EMPLOYMENT OVERHEADS		R7-F3	Financial Planning & Analysis (Staff Related)	
R2-OSg	R2-EMPLOYMENT OVERHEADS	R2-EMPLOYMENT OVERHEADS		R7-C2	Legal & Regulatory (Staff Related)	
R2-OSg	R2-EMPLOYMENT OVERHEADS	R2-EMPLOYMENT OVERHEADS		R8-S3	Information Services (Staff Related)	
R2-OSg	R2-EMPLOYMENT OVERHEADS	R2-EMPLOYMENT OVERHEADS		R8-S6	Enterprise Service (Staff Related)	
R2-OSg	R2-EMPLOYMENT OVERHEADS	R2-EMPLOYMENT OVERHEADS		R3-H3	Human Resources (Staff Related)	
R2-OSg	R2-EMPLOYMENT OVERHEADS	R2-EMPLOYMENT OVERHEADS		R6-C1	Corporate Centre (Staff Related)	
R2-OSg	R2-EMPLOYMENT OVERHEADS	R2-EMPLOYMENT OVERHEADS		R8-M7	Global Ops (Staff Related)	
R2-OSg	R2-EMPLOYMENT OVERHEADS	R2-EMPLOYMENT OVERHEADS		R8-M4	Marketing (Staff Related)	
R2-OSg	R2-EMPLOYMENT OVERHEADS	R2-EMPLOYMENT OVERHEADS		R6-C9	Legal & Regulatory Division (Staff Related)	
R2-OSg	R2-EMPLOYMENT OVERHEADS	R2-EMPLOYMENT OVERHEADS		R6-D9	Human Resources Division (Staff Related)	
R2-OSg	R2-EMPLOYMENT OVERHEADS	R2-EMPLOYMENT OVERHEADS		R6-F9	Customer Service Division (Staff Related)	
R2-OSg	R2-EMPLOYMENT OVERHEADS	R2-EMPLOYMENT OVERHEADS		R6-H9	CTIO Division (Staff Related)	
R2-OSg	R2-EMPLOYMENT OVERHEADS	R2-EMPLOYMENT OVERHEADS		R6-M9	Finance Division (Staff Related)	
R2-OSg	R2-EMPLOYMENT OVERHEADS	R2-EMPLOYMENT OVERHEADS		R6-S9	Sales Division (Staff Related)	
R2-OSg	R2-EMPLOYMENT OVERHEADS	R2-EMPLOYMENT OVERHEADS		R8-F7	Carrier Services (Staff Related)	
R2-OSg	R2-EMPLOYMENT OVERHEADS	R2-EMPLOYMENT OVERHEADS		R8-S5	Professional Services (Staff Related)	
R2-OSg	R2-EMPLOYMENT OVERHEADS	R2-EMPLOYMENT OVERHEADS		R8-F5	Business Performance & Assurance	

**DRIVER: Creditors: Staff Incentive Plan**

**Methodology overview:** Costs relating to the staff incentive plan are apportioned across the range of departments based on the accrued departmental costs of the plan.

**Data Sources:** GL Analysis

DRIVER REF:	SOURCE REF:	SOURCE:	SPLIT VALUE:	DESTINATION REF:	DESTINATION:	TO EACH:
R1-OSh	R1-CR41C	Creditors: Staff Incentive Plan		R6-C1	Corporate Centre (Staff Related)	
R1-OSh	R1-CR41C	Creditors: Staff Incentive Plan		R7-C2	Legal & Regulatory (Staff Related)	
R1-OSh	R1-CR41C	Creditors: Staff Incentive Plan		R8-C3	Customer Operations (Staff Related)	
R1-OSh	R1-CR41C	Creditors: Staff Incentive Plan		R6-C6	Customer Experience (Staff Related)	
R1-OSh	R1-CR41C	Creditors: Staff Incentive Plan		R6-E2	Service Assurance - Core (Staff Rela	
R1-OSh	R1-CR41C	Creditors: Staff Incentive Plan		R8-E3	Service Assurance - Field (Staff Rela	
R1-OSh	R1-CR41C	Creditors: Staff Incentive Plan		R8-E4	Service Design - Mobile (Staff Relate	
R1-OSh	R1-CR41C	Creditors: Staff Incentive Plan		R4-E5	Service Assurance - IP (Staff Relatec	
R1-OSh	R1-CR41C	Creditors: Staff Incentive Plan		R4-E6	Security & Systems (Staff Related)	
R1-OSh	R1-CR41C	Creditors: Staff Incentive Plan		R4-E7	Project Management Office (Staff Re	
R1-OSh	R1-CR41C	Creditors: Staff Incentive Plan		R7-E8	Service Integrity (Staff Related)	
R1-OSh	R1-CR41C	Creditors: Staff Incentive Plan		R4-E9	Service Design (Staff Related)	
R1-OSh	R1-CR41C	Creditors: Staff Incentive Plan		R8-F2	Financial Control (Staff Related)	
R1-OSh	R1-CR41C	Creditors: Staff Incentive Plan		R7-F3	Financial Planning & Analysis (Staff f	
R1-OSh	R1-CR41C	Creditors: Staff Incentive Plan		R7-F4	Procurement & Logistics (Staff Relate	
R1-OSh	R1-CR41C	Creditors: Staff Incentive Plan		R8-F5	Business Performance & Assurance	
R1-OSh	R1-CR41C	Creditors: Staff Incentive Plan		R8-F7	Carrier Services (Staff Related)	
R1-OSh	R1-CR41C	Creditors: Staff Incentive Plan		R3-H3	Human Resources (Staff Related)	
R1-OSh	R1-CR41C	Creditors: Staff Incentive Plan		R8-M1	Product Management (Staff Related)	
R1-OSh	R1-CR41C	Creditors: Staff Incentive Plan		R8-M4	Marketing (Staff Related)	
R1-OSh	R1-CR41C	Creditors: Staff Incentive Plan		R8-M7	Global Ops (Staff Related)	
R1-OSh	R1-CR41C	Creditors: Staff Incentive Plan		R8-S1	Enterprise Sales (Staff Related)	
R1-OSh	R1-CR41C	Creditors: Staff Incentive Plan		R8-S3	Information Services (Staff Related)	
R1-OSh	R1-CR41C	Creditors: Staff Incentive Plan		R8-S5	Professional Services (Staff Related)	
R1-OSh	R1-CR41C	Creditors: Staff Incentive Plan		R8-S6	Enterprise Service (Staff Related)	

**DRIVER. OFFICE COMMUNICATIONS & EQUIPMENT**

**Methodology overview:** Sure makes use of its own fixed & mobile services for staff communication and testing purposes.

**Data Sources:** HR / ABC Model

DRIVER REF:	SOURCE REF:	SOURCE:	SPLIT VALUE:	DESTINATION REF:	DESTINATION:	TO EACH:
R2-OSj	R2-OFFICE COMMUNICATIONS & EQUIPME	OFFICE COMMUNICATIONS & EQUIPMENT		R8-C3	Customer Operations (Staff Related)	<b>This data populated by the ABC model.</b>
R2-OSj	R2-OFFICE COMMUNICATIONS & EQUIPME	OFFICE COMMUNICATIONS & EQUIPMENT		R7-E8	Service Integrity (Staff Related)	
R2-OSj	R2-OFFICE COMMUNICATIONS & EQUIPME	OFFICE COMMUNICATIONS & EQUIPMENT		R8-F2	Financial Control (Staff Related)	
R2-OSj	R2-OFFICE COMMUNICATIONS & EQUIPME	OFFICE COMMUNICATIONS & EQUIPMENT		R8-E3	Service Assurance - Field (Staff Rela	
R2-OSj	R2-OFFICE COMMUNICATIONS & EQUIPME	OFFICE COMMUNICATIONS & EQUIPMENT		R8-S2	Retail Sales (Staff Related)	
R2-OSj	R2-OFFICE COMMUNICATIONS & EQUIPME	OFFICE COMMUNICATIONS & EQUIPMENT		R4-E9	Service Design (Staff Related)	
R2-OSj	R2-OFFICE COMMUNICATIONS & EQUIPME	OFFICE COMMUNICATIONS & EQUIPMENT		R4-E6	Security & Systems (Staff Related)	
R2-OSj	R2-OFFICE COMMUNICATIONS & EQUIPME	OFFICE COMMUNICATIONS & EQUIPMENT		R8-M1	Product Management (Staff Related)	
R2-OSj	R2-OFFICE COMMUNICATIONS & EQUIPME	OFFICE COMMUNICATIONS & EQUIPMENT		R8-E4	Service Design - Mobile (Staff Relate	
R2-OSj	R2-OFFICE COMMUNICATIONS & EQUIPME	OFFICE COMMUNICATIONS & EQUIPMENT		R6-E2	Service Assurance - Core (Staff Rela	
R2-OSj	R2-OFFICE COMMUNICATIONS & EQUIPME	OFFICE COMMUNICATIONS & EQUIPMENT		R8-S1	Enterprise Sales (Staff Related)	
R2-OSj	R2-OFFICE COMMUNICATIONS & EQUIPME	OFFICE COMMUNICATIONS & EQUIPMENT		R4-E5	Service Assurance - IP (Staff Related	
R2-OSj	R2-OFFICE COMMUNICATIONS & EQUIPME	OFFICE COMMUNICATIONS & EQUIPMENT		R7-F4	Procurement & Logistics (Staff Relate	
R2-OSj	R2-OFFICE COMMUNICATIONS & EQUIPME	OFFICE COMMUNICATIONS & EQUIPMENT		R4-E7	Project Management Office (Staff Re	
R2-OSj	R2-OFFICE COMMUNICATIONS & EQUIPME	OFFICE COMMUNICATIONS & EQUIPMENT		R6-C6	Customer Experience (Staff Related)	
R2-OSj	R2-OFFICE COMMUNICATIONS & EQUIPME	OFFICE COMMUNICATIONS & EQUIPMENT		R7-F3	Financial Planning & Analysis (Staff F	
R2-OSj	R2-OFFICE COMMUNICATIONS & EQUIPME	OFFICE COMMUNICATIONS & EQUIPMENT		R7-C2	Legal & Regulatory (Staff Related)	
R2-OSj	R2-OFFICE COMMUNICATIONS & EQUIPME	OFFICE COMMUNICATIONS & EQUIPMENT		R8-S3	Information Services (Staff Related)	
R2-OSj	R2-OFFICE COMMUNICATIONS & EQUIPME	OFFICE COMMUNICATIONS & EQUIPMENT		R8-S6	Enterprise Service (Staff Related)	
R2-OSj	R2-OFFICE COMMUNICATIONS & EQUIPME	OFFICE COMMUNICATIONS & EQUIPMENT		R3-H3	Human Resources (Staff Related)	
R2-OSj	R2-OFFICE COMMUNICATIONS & EQUIPME	OFFICE COMMUNICATIONS & EQUIPMENT		R6-C1	Corporate Centre (Staff Related)	
R2-OSj	R2-OFFICE COMMUNICATIONS & EQUIPME	OFFICE COMMUNICATIONS & EQUIPMENT		R8-M7	Global Ops (Staff Related)	
R2-OSj	R2-OFFICE COMMUNICATIONS & EQUIPME	OFFICE COMMUNICATIONS & EQUIPMENT		R8-M4	Marketing (Staff Related)	
R2-OSj	R2-OFFICE COMMUNICATIONS & EQUIPME	OFFICE COMMUNICATIONS & EQUIPMENT		R6-C9	Legal & Regulatory Division (Staff Re	
R2-OSj	R2-OFFICE COMMUNICATIONS & EQUIPME	OFFICE COMMUNICATIONS & EQUIPMENT		R6-D9	Human Resources Division (Staff Rel	
R2-OSj	R2-OFFICE COMMUNICATIONS & EQUIPME	OFFICE COMMUNICATIONS & EQUIPMENT		R6-F9	Customer Service Division (Staff Rel	
R2-OSj	R2-OFFICE COMMUNICATIONS & EQUIPME	OFFICE COMMUNICATIONS & EQUIPMENT		R6-H9	CTIO Division (Staff Related)	
R2-OSj	R2-OFFICE COMMUNICATIONS & EQUIPME	OFFICE COMMUNICATIONS & EQUIPMENT		R6-M9	Finance Division (Staff Related)	
R2-OSj	R2-OFFICE COMMUNICATIONS & EQUIPME	OFFICE COMMUNICATIONS & EQUIPMENT		R6-S9	Sales Division (Staff Related)	
R2-OSj	R2-OFFICE COMMUNICATIONS & EQUIPME	OFFICE COMMUNICATIONS & EQUIPMENT		R8-F7	Carrier Services (Staff Related)	
R2-OSj	R2-OFFICE COMMUNICATIONS & EQUIPME	OFFICE COMMUNICATIONS & EQUIPMENT		R8-S5	Professional Services (Staff Related)	
R2-OSj	R2-OFFICE COMMUNICATIONS & EQUIPME	OFFICE COMMUNICATIONS & EQUIPMENT		R8-F5	Business Performance & Assurance	

**DRIVER:** Hugo Cable & Tails

**Methodology overview:** Sure interconnects with non-local OLOs through a variety of submarine cable links (and microwave backup). The HUGO cable network is the latest link to be established and provides significantly more capacity than was previously available. Sure pays for use of the 'far end' of the cables and for tail circuits (onward connections). This driver is used to separate the costs associated with the submarine cable network, customers' tail circuits and specific distant end Internet backbone elements.

**Data Sources:** Commercial Finance data

DRIVER REF:	SOURCE REF:	SOURCE:	SPLIT VALUE:	DESTINATION REF:	DESTINATION:	TO EACH:
A4-OTa	A4-OT1	Hugo Cable & Tails		A5-OT2	Outside Bailiwick Transmission	
A4-OTa	A4-OT1	Hugo Cable & Tails		A6-LR1	Off Island Leased Lines Link	
A4-OTa	A4-OT1	Hugo Cable & Tails		A9-IN1	Internet Backbone	



**DRIVER:** Outside Bailiwick Transmission

**Methodology overview:** The cost of outside Bailiwick (submarine cable) transmission is apportioned across the activities shown below. The driver is based on the number of dedicated 2Mbit circuits (or equivalents) used in each of the submarine cables (BT/JT/Sure links, CIEG & HUGO), factored by Sure's Net Book Value of each cable system.

**Data Sources:** Inventory of submarine cable links

DRIVER REF:	SOURCE REF:	SOURCE:	SPLIT VALUE:	DESTINATION REF:	DESTINATION:	TO EACH:
A5-OTb	A5-OT2	Outside Bailiwick Transmission		A6-LR1	Off Island Leased Lines Link	
A5-OTb	A5-OT2	Outside Bailiwick Transmission		A9-OT3	Core Network Provisioned Capacity	
A5-OTb	A5-OT2	Outside Bailiwick Transmission		A9-IN1	Internet Backbone	
A5-OTb	A5-OT2	Outside Bailiwick Transmission		A9-OT4	Outside Bailiwick Traffic	

**DRIVER:** Directory Production

**Methodology overview:** The driver apportions the directory production costs across the services listed below, based on the number of pages of each type.

**Data Sources:** Telephone Directory, Suppliers' information

DRIVER REF:	SOURCE REF:	SOURCE:	SPLIT VALUE:	DESTINATION REF:	DESTINATION:	TO EACH:
A8-PDa	A8-PD1	Directory Production		A9-R112	Directory Yellow Pages	
A8-PDa	A8-PD1	Directory Production		A9-R111	Directory White Pages	

**DRIVER:** IC Payments Directory Enquiries

**Methodology overview:** The driver apportions the Guernsey interconnect payment cost for directory enquiry calls over the relevant call products, based on analysis of all relevant call data records (CDRs). The CDR process itself is described in Section 3 of Sure's Accounting Documents.

**Data Sources:** CDR Database

<b>DRIVER REF:</b>	<b>SOURCE REF:</b>	<b>SOURCE:</b>	<b>SPLIT VALUE:</b>	<b>DESTINATION REF:</b>	<b>DESTINATION:</b>	<b>TO EACH:</b>
A9-PYa	A9-PY1	IC Payments Directory Enquiries		C1-R51	Fixed Line Calls to Directory Enquirie	
A9-PYa	A9-PY1	IC Payments Directory Enquiries		C1-R85	Guernsey Visiting Roamers	
A9-PYa	A9-PY1	IC Payments Directory Enquiries		C1-R92	Postpay Off-net Calls	
A9-PYa	A9-PY1	IC Payments Directory Enquiries		C1-R102	Prepay Off-net Calls	

**DRIVER: Fixed IC Payments to National Fixed**

**Methodology overview:** The driver apportions the Guernsey interconnect payment cost for national fixed calls over the relevant call products, based on analysis of the call data records (CDRs). The CDR process itself is described in Section 3 of Sure's Accounting Documents.

**Data Sources:** CDR Database.

<b>DRIVER REF:</b>	<b>SOURCE REF:</b>	<b>SOURCE:</b>	<b>SPLIT VALUE:</b>	<b>DESTINATION REF:</b>	<b>DESTINATION:</b>	<b>TO EACH:</b>
A9-PYb	A9-PY5	Fixed IC Payments to National Fixed		C1-R45	Fixed Line Calls to UK Fixed & Mobil	
A9-PYb	A9-PY5	Fixed IC Payments to National Fixed		C1-R102	Prepay Off-net Calls	
A9-PYb	A9-PY5	Fixed IC Payments to National Fixed		C1-R61	Payphone Calls	
A9-PYb	A9-PY5	Fixed IC Payments to National Fixed		C1-R85	Guernsey Visiting Roamers	
A9-PYb	A9-PY5	Fixed IC Payments to National Fixed		C1-R92	Postpay Off-net Calls	

**DRIVER: Fixed IC Payments to National Mobile**

**Methodology overview:** The driver apportions the Guernsey interconnect payment cost for calls to national mobile calls over the relevant call products, based on analysis of the call data records (CDRs). The CDR process itself is described in Section 3 of Sure's Accounting Documents.

**Data Sources:** CDR Database

<b>DRIVER REF:</b>	<b>SOURCE REF:</b>	<b>SOURCE:</b>	<b>SPLIT VALUE:</b>	<b>DESTINATION REF:</b>	<b>DESTINATION:</b>	<b>TO EACH:</b>
A9-PYc	A9-PY6	Fixed IC Payments to National Mobile		C1-R92	Postpay Off-net Calls	
A9-PYc	A9-PY6	Fixed IC Payments to National Mobile		C1-R85	Guernsey Visiting Roamers	
A9-PYc	A9-PY6	Fixed IC Payments to National Mobile		C1-R45	Fixed Line Calls to UK Fixed & Mobile	
A9-PYc	A9-PY6	Fixed IC Payments to National Mobile		C1-R61	Payphone Calls	
A9-PYc	A9-PY6	Fixed IC Payments to National Mobile		C1-R102	Prepay Off-net Calls	

**DRIVER: Fixed IC Payments to Jersey Mobile & Jersey OLO Fixed**

**Methodology overview:** The driver apportions the Guernsey interconnect payment cost for both Jersey mobile calls and calls to Jersey OLO Fixed numbers over the relevant call products, based on analysis of the call data records (CDRs). The CDR process itself is described in Section 3 of Sure's Accounting Documents.

**Data Sources:** CDR Database

<b>DRIVER REF:</b>	<b>SOURCE REF:</b>	<b>SOURCE:</b>	<b>SPLIT VALUE:</b>	<b>DESTINATION REF:</b>	<b>DESTINATION:</b>	<b>TO EACH:</b>
A9-PYd	A9-PY7	Fixed IC Payments to Jersey Mobile		C1-R61		Payphone Calls
A9-PYd	A9-PY7	Fixed IC Payments to Jersey Mobile		C1-R102		Prepay Off-net Calls
A9-PYd	A9-PY7	Fixed IC Payments to Jersey Mobile		C1-R92		Postpay Off-net Calls
A9-PYd	A9-PY7	Fixed IC Payments to Jersey Mobile		C1-R85		Guernsey Visiting Roamers
A9-PYd	A9-PY7	Fixed IC Payments to Jersey Mobile		C1-R44		Fixed Line Calls to Jersey Fixed & M
A9-PYd	A9-PY50	IC Payments Jersey OLO Fixed		C1-R102		Prepay Off-net Calls
A9-PYd	A9-PY50	IC Payments Jersey OLO Fixed		C1-R44		Fixed Line Calls to Jersey Fixed & M
A9-PYd	A9-PY50	IC Payments Jersey OLO Fixed		C1-R92		Postpay Off-net Calls
A9-PYd	A9-PY50	IC Payments Jersey OLO Fixed		C1-R85		Guernsey Visiting Roamers
A9-PYd	A9-PY50	IC Payments Jersey OLO Fixed		C1-R61		Payphone Calls

**DRIVER:** Fixed IC Payments National Premium Rate

**Methodology overview:** The driver apportions the Guernsey interconnect payment cost for national premium rate calls over the relevant call products, based on analysis of the call data records (CDRs). The CDR process itself is described in Section 3 of Sure's Accounting Documents.

**Data Sources:** CDR Database

<b>DRIVER REF:</b>	<b>SOURCE REF:</b>	<b>SOURCE:</b>	<b>SPLIT VALUE:</b>	<b>DESTINATION REF:</b>	<b>DESTINATION:</b>	<b>TO EACH:</b>
A9-PYe	A9-PY9	Fixed IC Payments National Premium		C1-R102	Prepay Off-net Calls	
A9-PYe	A9-PY9	Fixed IC Payments National Premium		C1-R85	Guernsey Visiting Roamers	
A9-PYe	A9-PY9	Fixed IC Payments National Premium		C1-R92	Postpay Off-net Calls	
A9-PYe	A9-PY9	Fixed IC Payments National Premium		C1-R50	Fixed Line Calls Charged at Premium	
A9-PYe	A9-PY9	Fixed IC Payments National Premium		C1-R61	Payphone Calls	

**DRIVER:** Fixed IC Payments International Fixed

**Methodology overview:** The driver apportions the Guernsey interconnect payment cost for international fixed calls over the relevant call products, based on analysis of the call data records (CDRs). The CDR process itself is described in Section 3 of Sure's Accounting Documents.

**Data Sources:** CDR Database

<b>DRIVER REF:</b>	<b>SOURCE REF:</b>	<b>SOURCE:</b>	<b>SPLIT VALUE:</b>	<b>DESTINATION REF:</b>	<b>DESTINATION:</b>	<b>TO EACH:</b>
A9-PYf	A9-PY10	Fixed IC Payments International Fixed		C1-R85	Guernsey Visiting Roamers	
A9-PYf	A9-PY10	Fixed IC Payments International Fixed		C1-R92	Postpay Off-net Calls	
A9-PYf	A9-PY10	Fixed IC Payments International Fixed		C1-R61	Payphone Calls	
A9-PYf	A9-PY10	Fixed IC Payments International Fixed		C1-R46	Fixed Line Calls to International Fixed	
A9-PYf	A9-PY10	Fixed IC Payments International Fixed		C1-R102	Prepay Off-net Calls	



**DRIVER:** Fixed IC Payments International Mobile

**Methodology overview:** The driver apportions the Guernsey interconnect payment cost for international mobile calls over the relevant call products, based on analysis of the call data records (CDRs). The CDR process itself is described in Section 3 of Sure's Accounting Documents.

**Data Sources:** CDR Database

DRIVER REF:	SOURCE REF:	SOURCE:	SPLIT VALUE:	DESTINATION REF:	DESTINATION:	TO EACH:
A9-PYg	A9-PY11	Fixed IC Payments International Mobi		C1-R61	Payphone Calls	
A9-PYg	A9-PY11	Fixed IC Payments International Mobi		C1-R102	Prepay Off-net Calls	
A9-PYg	A9-PY11	Fixed IC Payments International Mobi		C1-R46	Fixed Line Calls to International Fixed	
A9-PYg	A9-PY11	Fixed IC Payments International Mobi		C1-R92	Postpay Off-net Calls	
A9-PYg	A9-PY11	Fixed IC Payments International Mobi		C1-R85	Guernsey Visiting Roamers	

**DRIVER:** Fixed IC Payments National Call Rate

**Methodology overview:** The driver apportions the Guernsey interconnect payment cost for National Call Rate calls (primarily 0870 calls) over the relevant call products, based on analysis of the call data records (CDRs). The CDR process itself is described in Section 3 of Sure's Accounting Documents.

**Data Sources:** CDR Database

<b>DRIVER REF:</b>	<b>SOURCE REF:</b>	<b>SOURCE:</b>	<b>SPLIT VALUE:</b>	<b>DESTINATION REF:</b>	<b>DESTINATION:</b>	<b>TO EACH:</b>
A9-PYh	A9-PY12	Fixed IC Payments National Call Rate		C1-R102	Prepay Off-net Calls	
A9-PYh	A9-PY12	Fixed IC Payments National Call Rate		C1-R61	Payphone Calls	
A9-PYh	A9-PY12	Fixed IC Payments National Call Rate		C1-R92	Postpay Off-net Calls	
A9-PYh	A9-PY12	Fixed IC Payments National Call Rate		C1-R85	Guernsey Visiting Roamers	
A9-PYh	A9-PY12	Fixed IC Payments National Call Rate		C1-R49	Fixed Line Calls Charged at National	

**DRIVER: Fixed IC Payments Termination on Local OLO Mobile Network**

**Methodology overview:** The driver apportions the Guernsey interconnect payment cost for calls terminating on Guernsey OLOs' mobile networks over the relevant call products, based on analysis of the call data records (CDRs). The CDR process itself is described in Section 3 of Sure's Accounting Documents.

**Data Sources:** CDR Database

<b>DRIVER REF:</b>	<b>SOURCE REF:</b>	<b>SOURCE:</b>	<b>SPLIT VALUE:</b>	<b>DESTINATION REF:</b>	<b>DESTINATION:</b>	<b>TO EACH:</b>
A9-PYj	A9-PY16	Fixed IC Payments Termination on Lc		C1-R92		Postpay Off-net Calls
A9-PYj	A9-PY16	Fixed IC Payments Termination on Lc		C1-R61		Payphone Calls
A9-PYj	A9-PY16	Fixed IC Payments Termination on Lc		C1-R85		Guernsey Visiting Roamers
A9-PYj	A9-PY16	Fixed IC Payments Termination on Lc		C1-R42		Fixed Line Calls to Local Mobile
A9-PYj	A9-PY16	Fixed IC Payments Termination on Lc		C1-R102		Prepay Off-net Calls

**DRIVER: Fixed IC Payments UK Lo-Call Rate**

**Methodology overview:** The driver apportions the Guernsey interconnect payment cost for calls to UK Lo-Call Rate numbers over the relevant call types, based on analysis of the call data records (CDRs). The CDR process itself is described in Section 3 of Sure's Accounting Documents.

**Data Sources:** CDR Database

<b>DRIVER REF:</b>	<b>SOURCE REF:</b>	<b>SOURCE:</b>	<b>SPLIT VALUE:</b>	<b>DESTINATION REF:</b>	<b>DESTINATION:</b>	<b>TO EACH:</b>
A9-PYk	A9-PY13	Fixed IC Payments UK Lo-Call Rate		C1-R92	Postpay Off-net Calls	
A9-PYk	A9-PY13	Fixed IC Payments UK Lo-Call Rate		C1-R85	Guernsey Visiting Roamers	
A9-PYk	A9-PY13	Fixed IC Payments UK Lo-Call Rate		C1-R48	Fixed Line Calls Charged at Local Ca	
A9-PYk	A9-PY13	Fixed IC Payments UK Lo-Call Rate		C1-R61	Payphone Calls	
A9-PYk	A9-PY13	Fixed IC Payments UK Lo-Call Rate		C1-R102	Prepay Off-net Calls	

**DRIVER: RETAIL FIXED CALLS**

**Methodology overview:** The driver deals with the costs associated with the administration of retail fixed calls, which is mainly the apportionment of the fixed call debtor balances. This is undertaken on the basis of revenue, as this is seen as the most appropriate basis.

**Data Sources:** ABC Model & 'Revenue by product' spreadsheet

DRIVER REF:	SOURCE REF:	SOURCE:	SPLIT VALUE:	DESTINATION REF:	DESTINATION:	TO EACH:
R9-REa	R9-RETAIL FIXED CALLS	RETAIL FIXED CALLS		A9-R41	Fixed Line Local Geographical Calls	
R9-REa	R9-RETAIL FIXED CALLS	RETAIL FIXED CALLS		A9-R42	Fixed Line Calls to Local Mobile	
R9-REa	R9-RETAIL FIXED CALLS	RETAIL FIXED CALLS		A9-R43	Fixed Line Calls to local ISPs	
R9-REa	R9-RETAIL FIXED CALLS	RETAIL FIXED CALLS		A9-R44	Fixed Line Calls to Jersey Fixed & Mc	
R9-REa	R9-RETAIL FIXED CALLS	RETAIL FIXED CALLS		A9-R45	Fixed Line Calls to UK Fixed & Mobile	
R9-REa	R9-RETAIL FIXED CALLS	RETAIL FIXED CALLS		A9-R46	Fixed Line Calls to International Fixec	
R9-REa	R9-RETAIL FIXED CALLS	RETAIL FIXED CALLS		A9-R48	Fixed Line Calls Charged at Local Ca	
R9-REa	R9-RETAIL FIXED CALLS	RETAIL FIXED CALLS		A9-R49	Fixed Line Calls Charged at National	
R9-REa	R9-RETAIL FIXED CALLS	RETAIL FIXED CALLS		A9-R50	Fixed Line Calls Charged at Premiurr	
R9-REa	R9-RETAIL FIXED CALLS	RETAIL FIXED CALLS		A9-R51	Fixed Line Calls to Directory Enquirie	

**DRIVER: FIXED LINE RENTALS IN ADVANCE**

**Methodology overview:** The driver apportions retail fixed line rental in advance revenue between the fixed network products based on the proportion of rental revenue that each product generates.

**Data Sources:** ABC Model & 'Revenue by product' spreadsheet

DRIVER REF:	SOURCE REF:	SOURCE:	SPLIT VALUE:	DESTINATION REF:	DESTINATION:	TO EACH:
R9-REc	R9-FIXED LINE RENTALS IN ADVANCE	FIXED LINE RENTALS IN ADVANCE		A9-R12	Exchange Line Rental	
R9-REc	R9-FIXED LINE RENTALS IN ADVANCE	FIXED LINE RENTALS IN ADVANCE		A9-R121	Retail ADSL	
R9-REc	R9-FIXED LINE RENTALS IN ADVANCE	FIXED LINE RENTALS IN ADVANCE		A9-R122	Retail ADSL Pro	
R9-REc	R9-FIXED LINE RENTALS IN ADVANCE	FIXED LINE RENTALS IN ADVANCE		A9-R125	Retail VDSL	
R9-REc	R9-FIXED LINE RENTALS IN ADVANCE	FIXED LINE RENTALS IN ADVANCE		A9-R126	Retail VDSL Pro	
R9-REc	R9-FIXED LINE RENTALS IN ADVANCE	FIXED LINE RENTALS IN ADVANCE		A9-R13	Exchange Facilities	
R9-REc	R9-FIXED LINE RENTALS IN ADVANCE	FIXED LINE RENTALS IN ADVANCE		A9-R144	IPTV Service	
R9-REc	R9-FIXED LINE RENTALS IN ADVANCE	FIXED LINE RENTALS IN ADVANCE		A9-R21	ISDN 2 Servcies	
R9-REc	R9-FIXED LINE RENTALS IN ADVANCE	FIXED LINE RENTALS IN ADVANCE		A9-R22	ISDN30 Servcies	
R9-REc	R9-FIXED LINE RENTALS IN ADVANCE	FIXED LINE RENTALS IN ADVANCE		A9-R23	ISDN Facilities/Other Services	
R9-REc	R9-FIXED LINE RENTALS IN ADVANCE	FIXED LINE RENTALS IN ADVANCE		A9-R31	Broadband Connect	
R9-REc	R9-FIXED LINE RENTALS IN ADVANCE	FIXED LINE RENTALS IN ADVANCE		A9-R71	Local Leased Lines	
R9-REc	R9-FIXED LINE RENTALS IN ADVANCE	FIXED LINE RENTALS IN ADVANCE		A9-R72	Outside Bailiwick Leased Lines	
R9-REc	R9-FIXED LINE RENTALS IN ADVANCE	FIXED LINE RENTALS IN ADVANCE		A9-R73	Ethernet Connect	

**DRIVER: General Retail Costs**

**Methodology overview:** There are certain retail related costs incurred by the company for which no direct relationship exists with products and services. These include management reporting functions, branding charges and general enquiry calls into the business. It is considered appropriate to apportion these costs based on the revenue that each product/service produces.

**Data Sources:** ABC Model & 'Revenue by product' spreadsheet

DRIVER REF:	SOURCE REF:	SOURCE:	SPLIT VALUE:	DESTINATION REF:	DESTINATION:	TO EACH:
A8-REg	A8-RE1	General Retail Costs		A9-R101	Prepay On-net Calls	
A8-REg	A8-RE1	General Retail Costs		A9-R102	Prepay Off-net Calls	
A8-REg	A8-RE1	General Retail Costs		A9-R103	Prepay SMS	
A8-REg	A8-RE1	General Retail Costs		A9-R104	Prepay Usage While Roaming	
A8-REg	A8-RE1	General Retail Costs		A9-R11	Exchange Line Connection	
A8-REg	A8-RE1	General Retail Costs		A9-R111	Directory White Pages	
A8-REg	A8-RE1	General Retail Costs		A9-R112	Directory Yellow Pages	
A8-REg	A8-RE1	General Retail Costs		A9-R12	Exchange Line Rental	
A8-REg	A8-RE1	General Retail Costs		A9-R121	Retail ADSL	
A8-REg	A8-RE1	General Retail Costs		A9-R122	Retail ADSL Pro	
A8-REg	A8-RE1	General Retail Costs		A9-R124	Other ISP Services (incl. dial-up, Cc	
A8-REg	A8-RE1	General Retail Costs		A9-R125	Retail VDSL	
A8-REg	A8-RE1	General Retail Costs		A9-R126	Retail VDSL Pro	
A8-REg	A8-RE1	General Retail Costs		A9-R13	Exchange Facilities	
A8-REg	A8-RE1	General Retail Costs		A9-R131	Data Centre Hosted Services (inc. I	
A8-REg	A8-RE1	General Retail Costs		A9-R132	Data Centre Other Services (incl. G	
A8-REg	A8-RE1	General Retail Costs		A9-R141	Customer Equipment, Internal Wirin	
A8-REg	A8-RE1	General Retail Costs		A9-R142	Miscellaneous Fixed Network Servic	
A8-REg	A8-RE1	General Retail Costs		A9-R143	Bulk SMS (Outside Bailiwick servic	
A8-REg	A8-RE1	General Retail Costs		A9-R144	IPTV Service	
A8-REg	A8-RE1	General Retail Costs		A9-R21	ISDN 2 Servcies	
A8-REg	A8-RE1	General Retail Costs		A9-R22	ISDN30 Servcies	
A8-REg	A8-RE1	General Retail Costs		A9-R23	ISDN Facilities/Other Services	
A8-REg	A8-RE1	General Retail Costs		A9-R31	Broadband Connect	
A8-REg	A8-RE1	General Retail Costs		A9-R41	Fixed Line Local Geographical Calls	
A8-REg	A8-RE1	General Retail Costs		A9-R42	Fixed Line Calls to Local Mobile	
A8-REg	A8-RE1	General Retail Costs		A9-R43	Fixed Line Calls to local ISPs	
A8-REg	A8-RE1	General Retail Costs		A9-R44	Fixed Line Calls to Jersey Fixed & M	
A8-REg	A8-RE1	General Retail Costs		A9-R45	Fixed Line Calls to UK Fixed & Mob	
A8-REg	A8-RE1	General Retail Costs		A9-R46	Fixed Line Calls to International Fixe	
A8-REg	A8-RE1	General Retail Costs		A9-R47	Fixed Line Calls Free to Calling Cus	
A8-REg	A8-RE1	General Retail Costs		A9-R48	Fixed Line Calls Charged at Local C	
A8-REg	A8-RE1	General Retail Costs		A9-R49	Fixed Line Calls Charged at Nationa	
A8-REg	A8-RE1	General Retail Costs		A9-R50	Fixed Line Calls Charged at Premiu	
A8-REg	A8-RE1	General Retail Costs		A9-R51	Fixed Line Calls to Directory Enquiri	
A8-REg	A8-RE1	General Retail Costs		A9-R61	Payphone Calls	
A8-REg	A8-RE1	General Retail Costs		A9-R71	Local Leased Lines	
A8-REg	A8-RE1	General Retail Costs		A9-R72	Outside Bailiwick Leased Lines	
A8-REg	A8-RE1	General Retail Costs		A9-R73	Ethernet Connect	
A8-REg	A8-RE1	General Retail Costs		A9-R81	Mobile Handsets/Accessories	
A8-REg	A8-RE1	General Retail Costs		A9-R82	Postpay Service	
A8-REg	A8-RE1	General Retail Costs		A9-R83	Prepay Service	
A8-REg	A8-RE1	General Retail Costs		A9-R84	Mobile Data Servcies	
A8-REg	A8-RE1	General Retail Costs		A9-R85	Guernsey Visiting Roamers	
A8-REg	A8-RE1	General Retail Costs		A9-R91	Postpay On-net Calls	
A8-REg	A8-RE1	General Retail Costs		A9-R92	Postpay Off-net Calls	

A8-REg  
A8-REg

A8-RE1  
A8-RE1

General Retail Costs  
General Retail Costs

A9-R93  
A9-R94

Postpay SMS  
Postpay Usage While Roaming



**DRIVER: Regulated Products & Services**

**Methodology overview:** The driver apportions the GCRA licence fee, regulatory audit fee & specific internal regulatory activities relating to Sure's range of regulated products and services. This is undertaken by analysis of revenue of the products and services that the GCRA deems to be relevant to the application of its licence fee. This driver backwardly-applies the related revenue to the network components and products, so as to ascertain how much of the licence fee should apply across the final activity level in the ABC model.

**Data Sources:** ABC Model & Excel output query results

DRIVER REF:	SOURCE REF:	SOURCE:	SPLIT VALUE:	DESTINATION REF:	DESTINATION:	TO EACH:
A8-RGa	A8-RG1	Regulated Products & Services		A9-AN5	Local Access Network - Customer Cc	
A8-RGa	A8-RG1	Regulated Products & Services		A9-AN6	Local Access Network - Infrastructure	
A8-RGa	A8-RG1	Regulated Products & Services		A9-BL1	BlackBerry Service	
A8-RGa	A8-RG1	Regulated Products & Services		A9-BN6	Broadband Customer Connectivity (V	
A8-RGa	A8-RG1	Regulated Products & Services		A9-BN7	Broadband Network - Customer End	
A8-RGa	A8-RG1	Regulated Products & Services		A9-BN8	Broadband Network - SP End	
A8-RGa	A8-RG1	Regulated Products & Services		A9-BN9	Broadband Customers (New/Shift/Ce	
A8-RGa	A8-RG1	Regulated Products & Services		A9-CC2	Concentrator (Core Network)	
A8-RGa	A8-RG1	Regulated Products & Services		A9-CC3	Concentrator (Access)	
A8-RGa	A8-RG1	Regulated Products & Services		A9-IN1	Internet Backbone	
A8-RGa	A8-RG1	Regulated Products & Services		A9-J40	Sure Jersey Fixed Network Calls	
A8-RGa	A8-RG1	Regulated Products & Services		A9-J70	Sure Jersey Business Services (inclu	
A8-RGa	A8-RG1	Regulated Products & Services		A9-J80	Sure Jersey Mobile Services	
A8-RGa	A8-RG1	Regulated Products & Services		A9-LC11	Mobile Data Leased Lines Connectio	
A8-RGa	A8-RG1	Regulated Products & Services		A9-LC12	GGfL Leased Lines Connection	
A8-RGa	A8-RG1	Regulated Products & Services		A9-LC13	Interconnect (RO) Leased Lines Con	
A8-RGa	A8-RG1	Regulated Products & Services		A9-LC14	Sure Jersey Leased Lines Connectio	
A8-RGa	A8-RG1	Regulated Products & Services		A9-LC15	SURE IOM Leased Lines Connector	
A8-RGa	A8-RG1	Regulated Products & Services		A9-LC18	Bulk SMS Leased Lines Connection	
A8-RGa	A8-RG1	Regulated Products & Services		A9-LC19	ISDN Bearer Circuits Connection	
A8-RGa	A8-RG1	Regulated Products & Services		A9-LC20	Mobile VoIP Service Connection	
A8-RGa	A8-RG1	Regulated Products & Services		A9-LC3	Outside Bailiwick Leased Lines Conn	
A8-RGa	A8-RG1	Regulated Products & Services		A9-LC4	Wholesale Outside Bailiwick Leased	
A8-RGa	A8-RG1	Regulated Products & Services		A9-LC5	Wholesale Bailiwick Leased Lines Cc	
A8-RGa	A8-RG1	Regulated Products & Services		A9-LC7	Local Leased Lines Connection	
A8-RGa	A8-RG1	Regulated Products & Services		A9-LC8	GSM Network Leased Lines Connect	
A8-RGa	A8-RG1	Regulated Products & Services		A9-LC9	Sure Gsy Fixed to Mobile Customer	
A8-RGa	A8-RG1	Regulated Products & Services		A9-LR12	GSM Network Leased Lines Rental	
A8-RGa	A8-RG1	Regulated Products & Services		A9-LR13	Sure Gsy Fixed to Mobile Customer	
A8-RGa	A8-RG1	Regulated Products & Services		A9-LR15	Mobile Data Leased Lines Rental	
A8-RGa	A8-RG1	Regulated Products & Services		A9-LR16	GGfL Leased Lines Rental	
A8-RGa	A8-RG1	Regulated Products & Services		A9-LR17	Interconnect (RO) Leased Lines Ren	
A8-RGa	A8-RG1	Regulated Products & Services		A9-LR18	Bulk SMS Leased Lines Rental	
A8-RGa	A8-RG1	Regulated Products & Services		A9-LR19	ISDN Bearer Circuits Rental	
A8-RGa	A8-RG1	Regulated Products & Services		A9-LR20	Mobile VoIP Service Rental	
A8-RGa	A8-RG1	Regulated Products & Services		A9-LR4	Local Leased Lines Rental	
A8-RGa	A8-RG1	Regulated Products & Services		A9-LR5	Sure Jersey Leased Lines Rental	
A8-RGa	A8-RG1	Regulated Products & Services		A9-LR6	SURE IOM Leased Lines Rental	
A8-RGa	A8-RG1	Regulated Products & Services		A9-LR7	Outside Bailiwick Leased Lines Rent	
A8-RGa	A8-RG1	Regulated Products & Services		A9-LR8	Wholesale Outside Bailiwick Leased	
A8-RGa	A8-RG1	Regulated Products & Services		A9-LR9	Wholesale Bailiwick Leased Lines Rc	
A8-RGa	A8-RG1	Regulated Products & Services		A9-M40	SURE IOM Fixed Network Calls	
A8-RGa	A8-RG1	Regulated Products & Services		A9-M70	SURE IOM Business Services (includ	
A8-RGa	A8-RG1	Regulated Products & Services		A9-M80	SURE IOM Mobile Services	
A8-RGa	A8-RG1	Regulated Products & Services		A9-MD1	Mobile Data Services	

A8-RGa	A8-RG1	Regulated Products & Services	A9-MN2	GSM Base Station
A8-RGa	A8-RG1	Regulated Products & Services	A9-MN4	GSM Switch
A8-RGa	A8-RG1	Regulated Products & Services	A9-MN5	Prepay System
A8-RGa	A8-RG1	Regulated Products & Services	A9-MN6	Voicemail Platform
A8-RGa	A8-RG1	Regulated Products & Services	A9-MN7	SMS Local (Non-bulk activity)
A8-RGa	A8-RG1	Regulated Products & Services	A9-OT3	Core Network Provisioned Capacity
A8-RGa	A8-RG1	Regulated Products & Services	A9-OT4	Outside Bailiwick Traffic
A8-RGa	A8-RG1	Regulated Products & Services	A9-R101	Prepay On-net Calls
A8-RGa	A8-RG1	Regulated Products & Services	A9-R102	Prepay Off-net Calls
A8-RGa	A8-RG1	Regulated Products & Services	A9-R103	Prepay SMS
A8-RGa	A8-RG1	Regulated Products & Services	A9-R104	Prepay Usage While Roaming
A8-RGa	A8-RG1	Regulated Products & Services	A9-R11	Exchange Line Connection
A8-RGa	A8-RG1	Regulated Products & Services	A9-R111	Directory White Pages
A8-RGa	A8-RG1	Regulated Products & Services	A9-R12	Exchange Line Rental
A8-RGa	A8-RG1	Regulated Products & Services	A9-R121	Retail ADSL
A8-RGa	A8-RG1	Regulated Products & Services	A9-R122	Retail ADSL Pro
A8-RGa	A8-RG1	Regulated Products & Services	A9-R124	Other ISP Services (incl. dial-up, Cor
A8-RGa	A8-RG1	Regulated Products & Services	A9-R125	Retail VDSL
A8-RGa	A8-RG1	Regulated Products & Services	A9-R126	Retail VDSL Pro
A8-RGa	A8-RG1	Regulated Products & Services	A9-R13	Exchange Facilities
A8-RGa	A8-RG1	Regulated Products & Services	A9-R142	Miscellaneous Fixed Network Service
A8-RGa	A8-RG1	Regulated Products & Services	A9-R143	Bulk SMS (Outside Bailiwick service)
A8-RGa	A8-RG1	Regulated Products & Services	A9-R21	ISDN 2 Servcies
A8-RGa	A8-RG1	Regulated Products & Services	A9-R22	ISDN30 Servcies
A8-RGa	A8-RG1	Regulated Products & Services	A9-R23	ISDN Facilities/Other Services
A8-RGa	A8-RG1	Regulated Products & Services	A9-R31	Broadband Connect
A8-RGa	A8-RG1	Regulated Products & Services	A9-R41	Fixed Line Local Geographical Calls
A8-RGa	A8-RG1	Regulated Products & Services	A9-R42	Fixed Line Calls to Local Mobile
A8-RGa	A8-RG1	Regulated Products & Services	A9-R43	Fixed Line Calls to local ISPs
A8-RGa	A8-RG1	Regulated Products & Services	A9-R44	Fixed Line Calls to Jersey Fixed & Mo
A8-RGa	A8-RG1	Regulated Products & Services	A9-R45	Fixed Line Calls to UK Fixed & Mobil
A8-RGa	A8-RG1	Regulated Products & Services	A9-R46	Fixed Line Calls to International Fixe
A8-RGa	A8-RG1	Regulated Products & Services	A9-R47	Fixed Line Calls Free to Calling Cust
A8-RGa	A8-RG1	Regulated Products & Services	A9-R48	Fixed Line Calls Charged at Local C
A8-RGa	A8-RG1	Regulated Products & Services	A9-R49	Fixed Line Calls Charged at National
A8-RGa	A8-RG1	Regulated Products & Services	A9-R50	Fixed Line Calls Charged at Premiur
A8-RGa	A8-RG1	Regulated Products & Services	A9-R51	Fixed Line Calls to Directory Enquir
A8-RGa	A8-RG1	Regulated Products & Services	A9-R61	Payphone Calls
A8-RGa	A8-RG1	Regulated Products & Services	A9-R71	Local Leased Lines
A8-RGa	A8-RG1	Regulated Products & Services	A9-R72	Outside Bailiwick Leased Lines
A8-RGa	A8-RG1	Regulated Products & Services	A9-R73	Ethernet Connect
A8-RGa	A8-RG1	Regulated Products & Services	A9-R82	Postpay Service
A8-RGa	A8-RG1	Regulated Products & Services	A9-R83	Prepay Service
A8-RGa	A8-RG1	Regulated Products & Services	A9-R84	Mobile Data Servcies
A8-RGa	A8-RG1	Regulated Products & Services	A9-R85	Guernsey Visiting Roamers
A8-RGa	A8-RG1	Regulated Products & Services	A9-R86	Mobile Termination
A8-RGa	A8-RG1	Regulated Products & Services	A9-R87	Transit of the Mobile Network
A8-RGa	A8-RG1	Regulated Products & Services	A9-R91	Postpay On-net Calls
A8-RGa	A8-RG1	Regulated Products & Services	A9-R92	Postpay Off-net Calls
A8-RGa	A8-RG1	Regulated Products & Services	A9-R93	Postpay SMS
A8-RGa	A8-RG1	Regulated Products & Services	A9-R94	Postpay Usage While Roaming
A8-RGa	A8-RG1	Regulated Products & Services	A9-RG3	Product Management, Policy & Plan
A8-RGa	A8-RG1	Regulated Products & Services	A9-SA3	Transmission Link Traffic
A8-RGa	A8-RG1	Regulated Products & Services	A9-SA4	Transmission Length Traffic
A8-RGa	A8-RG1	Regulated Products & Services	A9-SN4	Switch

A8-RGa	A8-RG1	Regulated Products & Services	A9-T11	Reference Offer Interconnect Links
A8-RGa	A8-RG1	Regulated Products & Services	A9-T21	Fixed Network On-Island Origination
A8-RGa	A8-RG1	Regulated Products & Services	A9-T22	Fixed Network On-Island Termination
A8-RGa	A8-RG1	Regulated Products & Services	A9-T23	Fixed Network On-Island Transit
A8-RGa	A8-RG1	Regulated Products & Services	A9-T24	Fixed Network Off-Island Transit
A8-RGa	A8-RG1	Regulated Products & Services	A9-T25	Fixed Network Off-Island Termination
A8-RGa	A8-RG1	Regulated Products & Services	A9-W11	Wholesale Local Leased Lines
A8-RGa	A8-RG1	Regulated Products & Services	A9-W12	Wholesale Outside Bailiwick Leased
A8-RGa	A8-RG1	Regulated Products & Services	A9-W21	Wholesale ADSL
A8-RGa	A8-RG1	Regulated Products & Services	A9-W23	Wholesale VDSL
A8-RGa	A8-RG1	Regulated Products & Services	A9-W22	Wholesale Broadband SP
A8-RGa	A8-RG1	Regulated Products & Services	A9-W31	Wholesale Mast Sharing
A8-RGa	A8-RG1	Regulated Products & Services	A9-W41	WHOLESALE EXCHANGE LINES
A8-RGa	A8-RG1	Regulated Products & Services	A9-S180	247 VoIP Service

**DRIVER:** Price Control

**Methodology overview:** The GCRA controls the price of a variety of Sure's products and services. This driver is used to apportion the cost of the calculation and reporting requirements for compliance purposes. The cost is apportioned across the price controlled product range, based on the revenue generated by each.

**Data Sources:** ABC Model & 'Revenue by product .xls' spreadsheet

DRIVER REF:	SOURCE REF:	SOURCE:	SPLIT VALUE:	DESTINATION REF:	DESTINATION:	TO EACH:
A8-RGb	A8-RG2	Price Control		A9-R11	Exchange Line Connection	
A8-RGb	A8-RG2	Price Control		A9-R12	Exchange Line Rental	
A8-RGb	A8-RG2	Price Control		A9-R13	Exchange Facilities	
A8-RGb	A8-RG2	Price Control		A9-R21	ISDN 2 Servcies	
A8-RGb	A8-RG2	Price Control		A9-R22	ISDN30 Servcies	
A8-RGb	A8-RG2	Price Control		A9-R23	ISDN Facilities/Other Services	
A8-RGb	A8-RG2	Price Control		A9-R41	Fixed Line Local Geographical Calls	
A8-RGb	A8-RG2	Price Control		A9-R42	Fixed Line Calls to Local Mobile	
A8-RGb	A8-RG2	Price Control		A9-R43	Fixed Line Calls to local ISPs	
A8-RGb	A8-RG2	Price Control		A9-R44	Fixed Line Calls to Jersey Fixed & M	
A8-RGb	A8-RG2	Price Control		A9-R45	Fixed Line Calls to UK Fixed & Mobil	
A8-RGb	A8-RG2	Price Control		A9-R46	Fixed Line Calls to International Fixe	
A8-RGb	A8-RG2	Price Control		A9-R71	Local Leased Lines	
A8-RGb	A8-RG2	Price Control		A9-R72	Outside Bailiwick Leased Lines	
A8-RGb	A8-RG2	Price Control		A9-W11	Wholesale Local Leased Lines	
A8-RGb	A8-RG2	Price Control		A9-W12	Wholesale Outside Bailiwick Leased	

**DRIVER: Roaming Facility Costs**

**Methodology overview:** This driver deals with the facility used to provide mobile services to both visiting roamers and Sure's customers roaming away. The driver apportions the costs based on the number of relevant call minutes, as measured by Sure's clearing house.

**Data Sources:** Clearing house data

<b>DRIVER REF:</b>	<b>SOURCE REF:</b>	<b>SOURCE:</b>	<b>SPLIT VALUE:</b>	<b>DESTINATION REF:</b>	<b>DESTINATION:</b>	<b>TO EACH:</b>
A8-RMa	A8-RM1	Roaming Facility Costs		A9-J80	Sure Jersey Mobile Services	
A8-RMa	A8-RM1	Roaming Facility Costs		A9-R104	Prepay Usage While Roaming	
A8-RMa	A8-RM1	Roaming Facility Costs		A9-R94	Postpay Usage While Roaming	
A8-RMa	A8-RM1	Roaming Facility Costs		A9-R85	Guernsey Visiting Roamers	
A8-RMa	A8-RM1	Roaming Facility Costs		A9-M80	SURE IOM Mobile Services	

**DRIVER: Transmission Link (Equipment)**

**Methodology overview:** This driver apportions the cost of 'transmission link' equipment used for traffic and leased lines, based on detailed analysis of every circuit in use during the period. This is carried out on a per port and per mux cost basis.

**Data Sources:** Network system data and supplier pricelists

DRIVER REF:	SOURCE REF:	SOURCE:	SPLIT VALUE:	DESTINATION REF:	DESTINATION:	TO EACH:
A5-SAa	A5-SA1	Transmission Link (Equipment)		A9-LR16	GGfL Leased Lines Rental	
A5-SAa	A5-SA1	Transmission Link (Equipment)		A9-LR12	GSM Network Leased Lines Rental	
A5-SAa	A5-SA1	Transmission Link (Equipment)		A9-LR13	Sure Gsy Fixed to Mobile Customer S	
A5-SAa	A5-SA1	Transmission Link (Equipment)		A9-LR20	Mobile VoIP Service Rental	
A5-SAa	A5-SA1	Transmission Link (Equipment)		A9-LR7	Outside Bailiwick Leased Lines Rent	
A5-SAa	A5-SA1	Transmission Link (Equipment)		A9-LR8	Wholesale Outside Bailiwick Leased	
A5-SAa	A5-SA1	Transmission Link (Equipment)		A9-LR9	Wholesale Bailiwick Leased Lines R	
A5-SAa	A5-SA1	Transmission Link (Equipment)		A9-LR4	Local Leased Lines Rental	
A5-SAa	A5-SA1	Transmission Link (Equipment)		A9-LR19	ISDN Bearer Circuits Rental	
A5-SAa	A5-SA1	Transmission Link (Equipment)		A9-LR17	Interconnect (RO) Leased Lines Ren	
A5-SAa	A5-SA1	Transmission Link (Equipment)		A9-LR18	Bulk SMS Leased Lines Rental	
A5-SAa	A5-SA1	Transmission Link (Equipment)		A9-SA3	Transmission Link Traffic	
A5-SAa	A5-SA1	Transmission Link (Equipment)		A9-LR5	Sure Jersey Leased Lines Rental	
A5-SAa	A5-SA1	Transmission Link (Equipment)		A9-IN1	Internet Backbone	
A5-SAa	A5-SA1	Transmission Link (Equipment)		A8-LR10	ACE Bearer Circuits Rental	

**DRIVER: Transmission Length (Fibre)**

**Methodology overview:** This driver apportions the cost of the 'transmission length' element of traffic and leased lines, based on detailed analysis of every transmission circuit in use during the period. The result of this provides details of transmission circuit lengths for the Sure network.

**Data Sources:** System data and network diagrams

DRIVER REF:	SOURCE REF:	SOURCE:	SPLIT VALUE:	DESTINATION REF:	DESTINATION:	TO EACH:
A5-SAb	A5-SA2	Transmission Length (Fibre)		A9-IN1	Internet Backbone	
A5-SAb	A5-SA2	Transmission Length (Fibre)		A9-SA4	Transmission Length Traffic	
A5-SAb	A5-SA2	Transmission Length (Fibre)		A8-LR10	ACE Bearer Circuits Rental	
A5-SAb	A5-SA2	Transmission Length (Fibre)		A9-LR18	Bulk SMS Leased Lines Rental	
A5-SAb	A5-SA2	Transmission Length (Fibre)		A9-LR19	ISDN Bearer Circuits Rental	
A5-SAb	A5-SA2	Transmission Length (Fibre)		A9-LR17	Interconnect (RO) Leased Lines Ren	
A5-SAb	A5-SA2	Transmission Length (Fibre)		A9-LR16	GGfL Leased Lines Rental	
A5-SAb	A5-SA2	Transmission Length (Fibre)		A9-LR20	Mobile VoIP Service Rental	
A5-SAb	A5-SA2	Transmission Length (Fibre)		A9-LR13	Sure Gsy Fixed to Mobile Customer	
A5-SAb	A5-SA2	Transmission Length (Fibre)		A9-LR12	GSM Network Leased Lines Rental	
A5-SAb	A5-SA2	Transmission Length (Fibre)		A9-LR5	Sure Jersey Leased Lines Rental	
A5-SAb	A5-SA2	Transmission Length (Fibre)		A9-LR4	Local Leased Lines Rental	
A5-SAb	A5-SA2	Transmission Length (Fibre)		A9-LR8	Wholesale Outside Bailiwick Leased	
A5-SAb	A5-SA2	Transmission Length (Fibre)		A9-LR7	Outside Bailiwick Leased Lines Rent	
A5-SAb	A5-SA2	Transmission Length (Fibre)		A9-LR9	Wholesale Bailiwick Leased Lines Re	

**DRIVER:** System X Support

**Methodology overview:** The driver splits the costs related to System X support between the three activities listed, based on analysis from Sure Guernsey's engineering department. This independent report is based on analysis of every support issue raised during the accounting period.

**Data Sources:** Fixed network provider information

DRIVER REF:	SOURCE REF:	SOURCE:	SPLIT VALUE:	DESTINATION REF:	DESTINATION:	TO EACH:
A1-SNa	A1-SN1	System X Support		A2-SN2	Switch	
A1-SNa	A1-SN1	System X Support		A8-CC1	Concentrator Hardware	
A1-SNa	A1-SN1	System X Support		A5-SA1	Transmission Link (Equipment)	



**DRIVER:** Support Block

**Methodology overview:** The driver apportions network support block costs, based on electricity consumption used by the services listed below.

**Data Sources:** Detailed power consumption survey

DRIVER REF:	SOURCE REF:	SOURCE:	SPLIT VALUE:	DESTINATION REF:	DESTINATION:	TO EACH:
A2-SNb	A2-SN3	Support Block		A9-LR7	Outside Bailiwick Leased Lines Rent	
A2-SNb	A2-SN3	Support Block		A9-LR4	Local Leased Lines Rental	
A2-SNb	A2-SN3	Support Block		A9-IN1	Internet Backbone	
A2-SNb	A2-SN3	Support Block		A9-MD1	Mobile Data Services	
A2-SNb	A2-SN3	Support Block		A7-BN2	MSAN	
A2-SNb	A2-SN3	Support Block		A7-MN1	Converse Platform	
A2-SNb	A2-SN3	Support Block		A8-CC1	Concentrator Hardware	
A2-SNb	A2-SN3	Support Block		A8-LR10	ACE Bearer Circuits Rental	
A2-SNb	A2-SN3	Support Block		A9-AN6	Local Access Network - Infrastructure	
A2-SNb	A2-SN3	Support Block		A9-R143	Bulk SMS (Outside Bailiwick service)	
A2-SNb	A2-SN3	Support Block		A9-SN4	Switch	
A2-SNb	A2-SN3	Support Block		A9-MN4	GSM Switch	
A2-SNb	A2-SN3	Support Block		A9-R131	Data Centre Hosted Services (inc. DI	
A2-SNb	A2-SN3	Support Block		A9-MN2	GSM Base Station	
A2-SNb	A2-SN3	Support Block		A4-MP1	MPLS Network	
A2-SNb	A2-SN3	Support Block		A6-BN1	Broadband Equipment	
A2-SNb	A2-SN3	Support Block		A5-SA1	Transmission Link (Equipment)	
A2-SNb	A2-SN3	Support Block		A5-OT2	Outside Bailiwick Transmission	

**DRIVER:** IPTV System

**Methodology overview:** The driver splits the costs relating to Sure's IPTV service, based on the number of subscribers in each island. Note that this is the number of specific IPTV subscribers, not the number of broadband subscribers (the service over which the net-based IPTV elements are provided).

**Data Sources:** Sourced from Sure's data warehouse.

DRIVER REF:	SOURCE REF:	SOURCE:	SPLIT VALUE:	DESTINATION REF:	DESTINATION:	TO EACH:
A8-TVa	A8-TV1	IPTV System		A9-M144	Sure IoM IPTV Service	
A8-TVa	A8-TV1	IPTV System		A9-J144	Sure Jersey IPTV Service	
A8-TVa	A8-TV1	IPTV System		A9-R144	IPTV Service	

**DRIVER: Mobile VoIP Service**

**Methodology overview:** Sure provides VoIP service centre functionality for various purposes, but at the product level separates the services between general VoIP traffic (Transit of the Mobile Network) and 247 VoIP traffic. This driver apportions the underlying connectivity costs between those two services, based on the volume of traffic handled in relation to each.

**Data Sources:** Revenue Assurance Team

DRIVER REF:	SOURCE REF:	SOURCE:	SPLIT VALUE:	DESTINATION REF:	DESTINATION:	TO EACH:
A9-VSa	A9-LC20	Mobile VoIP Service Connection		C1-S180	247 VoIP Service	
A9-VSa	A9-LC20	Mobile VoIP Service Connection		C1-R87	Transit of the Mobile Network	
A9-VSa	A9-LR20	Mobile VoIP Service Rental		C1-S180	247 VoIP Service	
A9-VSa	A9-LR20	Mobile VoIP Service Rental		C1-R87	Transit of the Mobile Network	

**DRIVER:** General Billing Costs

**Methodology overview:** This driver apportions general billing costs between Guernsey, Jersey & Isle of Man services based on the totalled billed revenue per island.

**Data Sources:** Billing Reports

<b>DRIVER REF:</b>	<b>SOURCE REF:</b>	<b>SOURCE:</b>	<b>SPLIT VALUE:</b>	<b>DESTINATION REF:</b>	<b>DESTINATION:</b>	<b>TO EACH:</b>
A7-WRb	A7-WR2	General Billing Costs		A9-J80	Sure Jersey Mobile Services	
A7-WRb	A7-WR2	General Billing Costs		A9-M80	Sure IOM Mobile Services	
A7-WRb	A7-WR2	General Billing Costs		A8-WR4	Fixed Network Billing/Debt	
A7-WRb	A7-WR2	General Billing Costs		A8-WR5	Mobile Billing/Debt	

**DRIVER: Fixed Network Works Orders**

**Methodology overview:** A report is generated from the fixed network provisioning systems, which shows all the works orders created in the period and which products they relate to. The cost is apportioned based on the number of works order lines per activity.

**Data Sources:** Fixed network works order system

DRIVER REF:	SOURCE REF:	SOURCE:	SPLIT VALUE:	DESTINATION REF:	DESTINATION:	TO EACH:
A8-WRc	A8-WR3	Fixed Network Works Orders		A9-R141	Customer Equipment, Internal Wiring	
A8-WRc	A8-WR3	Fixed Network Works Orders		A9-R131	Data Centre Hosted Services (includi	
A8-WRc	A8-WR3	Fixed Network Works Orders		A9-R132	Data Centre Other Services (includin	
A8-WRc	A8-WR3	Fixed Network Works Orders		A9-R111	Directory White Pages	
A8-WRc	A8-WR3	Fixed Network Works Orders		A9-R73	Ethernet Connect	
A8-WRc	A8-WR3	Fixed Network Works Orders		A9-R13	Exchange Facilities	
A8-WRc	A8-WR3	Fixed Network Works Orders		A9-R11	Exchange Line Connection	
A8-WRc	A8-WR3	Fixed Network Works Orders		A9-R12	Exchange Line Rental	
A8-WRc	A8-WR3	Fixed Network Works Orders		A9-R144	IPTV Service	
A8-WRc	A8-WR3	Fixed Network Works Orders		A9-R21	ISDN 2 Services	
A8-WRc	A8-WR3	Fixed Network Works Orders		A9-R22	ISDN 30 Services	
A8-WRc	A8-WR3	Fixed Network Works Orders		A9-R23	ISDN Facilities/Other Services	
A8-WRc	A8-WR3	Fixed Network Works Orders		A9-R71	Local Leased Lines	
A8-WRc	A8-WR3	Fixed Network Works Orders		A9-R124	Other ISP Services (incl. dial-up, Cor	
A8-WRc	A8-WR3	Fixed Network Works Orders		A9-R72	Outside Bailiwick Leased Lines	
A8-WRc	A8-WR3	Fixed Network Works Orders		A9-R121	Retail ADSL	
A8-WRc	A8-WR3	Fixed Network Works Orders		A9-R125	Retail VDSL	
A8-WRc	A8-WR3	Fixed Network Works Orders		A9-M70	Sure IoM Business Services (includir	
A8-WRc	A8-WR3	Fixed Network Works Orders		A9-J70	Sure Jsy Business Services (includin	
A8-WRc	A8-WR3	Fixed Network Works Orders		A9-W21	Wholesale ADSL	
A8-WRc	A8-WR3	Fixed Network Works Orders		A9-W22	Wholesale Broadband SP	
A8-WRc	A8-WR3	Fixed Network Works Orders		A9-W11	Wholesale Local Leased Lines	

**DRIVER: Fixed Network Billing/Debt**

**Methodology overview:** The driver apportions the billing and associated debt costs to the fixed network products, based on the proportion of revenue that each product generates.

**Data Sources:** ABC Model & 'Revenue by product' spreadsheet

DRIVER REF:	SOURCE REF:	SOURCE:	SPLIT VALUE:	DESTINATION REF:	DESTINATION:	TO EACH:
A8-WRd	A8-WR4	Fixed Network Billing/Debt		A9-R11	Exchange Line Connection	
A8-WRd	A8-WR4	Fixed Network Billing/Debt		A9-R111	Directory White Pages	
A8-WRd	A8-WR4	Fixed Network Billing/Debt		A9-R112	Directory Yellow Pages	
A8-WRd	A8-WR4	Fixed Network Billing/Debt		A9-R12	Exchange Line Rental	
A8-WRd	A8-WR4	Fixed Network Billing/Debt		A9-R121	Retail ADSL	
A8-WRd	A8-WR4	Fixed Network Billing/Debt		A9-R122	Retail ADSL Pro	
A8-WRd	A8-WR4	Fixed Network Billing/Debt		A9-R124	Other ISP Services (incl. dial-up, C	
A8-WRd	A8-WR4	Fixed Network Billing/Debt		A9-R125	Retail VDSL	
A8-WRd	A8-WR4	Fixed Network Billing/Debt		A9-R126	Retail VDSL Pro	
A8-WRd	A8-WR4	Fixed Network Billing/Debt		A9-R13	Exchange Facilities	
A8-WRd	A8-WR4	Fixed Network Billing/Debt		A9-R131	Data Centre Hosted Services (inc.	
A8-WRd	A8-WR4	Fixed Network Billing/Debt		A9-R132	Data Centre Other Services (incl. C	
A8-WRd	A8-WR4	Fixed Network Billing/Debt		A9-R141	Customer Equipment, Internal Wiri	
A8-WRd	A8-WR4	Fixed Network Billing/Debt		A9-R142	Miscellaneous Fixed Network Servi	
A8-WRd	A8-WR4	Fixed Network Billing/Debt		A9-R144	IPTV Service	
A8-WRd	A8-WR4	Fixed Network Billing/Debt		A9-R21	ISDN 2 Servcies	
A8-WRd	A8-WR4	Fixed Network Billing/Debt		A9-R22	ISDN30 Servcies	
A8-WRd	A8-WR4	Fixed Network Billing/Debt		A9-R23	ISDN Facilities/Other Services	
A8-WRd	A8-WR4	Fixed Network Billing/Debt		A9-R31	Broadband Connect	
A8-WRd	A8-WR4	Fixed Network Billing/Debt		A9-R41	Fixed Line Local Geographical Call	
A8-WRd	A8-WR4	Fixed Network Billing/Debt		A9-R42	Fixed Line Calls to Local Mobile	
A8-WRd	A8-WR4	Fixed Network Billing/Debt		A9-R43	Fixed Line Calls to local ISPs	
A8-WRd	A8-WR4	Fixed Network Billing/Debt		A9-R44	Fixed Line Calls to Jersey Fixed & I	
A8-WRd	A8-WR4	Fixed Network Billing/Debt		A9-R45	Fixed Line Calls to UK Fixed & Mot	
A8-WRd	A8-WR4	Fixed Network Billing/Debt		A9-R46	Fixed Line Calls to International Fix	
A8-WRd	A8-WR4	Fixed Network Billing/Debt		A9-R48	Fixed Line Calls Charged at Local t	
A8-WRd	A8-WR4	Fixed Network Billing/Debt		A9-R49	Fixed Line Calls Charged at Nation	
A8-WRd	A8-WR4	Fixed Network Billing/Debt		A9-R50	Fixed Line Calls Charged at Premit	
A8-WRd	A8-WR4	Fixed Network Billing/Debt		A9-R51	Fixed Line Calls to Directory Enqui	
A8-WRd	A8-WR4	Fixed Network Billing/Debt		A9-R71	Local Leased Lines	
A8-WRd	A8-WR4	Fixed Network Billing/Debt		A9-R72	Outside Bailiwick Leased Lines	
A8-WRd	A8-WR4	Fixed Network Billing/Debt		A9-R73	Ethernet Connect	
A8-WRd	A8-WR4	Fixed Network Billing/Debt		A9-T11	Reference Offer Interconnect Links	
A8-WRd	A8-WR4	Fixed Network Billing/Debt		A9-T21	Fixed Network On-Island Originatio	
A8-WRd	A8-WR4	Fixed Network Billing/Debt		A9-T22	Fixed Network On-Island Terminati	
A8-WRd	A8-WR4	Fixed Network Billing/Debt		A9-T23	Fixed Network On-Island Transit	
A8-WRd	A8-WR4	Fixed Network Billing/Debt		A9-T24	Fixed Network Off-Island Transit	
A8-WRd	A8-WR4	Fixed Network Billing/Debt		A9-W11	Wholesale Local Leased Lines	
A8-WRd	A8-WR4	Fixed Network Billing/Debt		A9-W12	Wholesale Outside Bailiwick Lease	
A8-WRd	A8-WR4	Fixed Network Billing/Debt		A9-W21	Wholesale ADSL	
A8-WRd	A8-WR4	Fixed Network Billing/Debt		A9-W22	Wholesale Broadband SP	
A8-WRd	A8-WR4	Fixed Network Billing/Debt		A9-W23	Wholesale VDSL	
A8-WRd	A8-WR4	Fixed Network Billing/Debt		A9-W31	Wholesale Mast Sharing	

**DRIVER:** Mobile Billing/Debt

**Methodology overview:** The driver apportions the mobile billing and associated debt costs across the mobile products and services, based on the proportion of revenue that each generates.

**Data Sources:** ABC Model & 'Revenue by product' spreadsheet

DRIVER REF:	SOURCE REF:	SOURCE:	SPLIT VALUE:	DESTINATION REF:	DESTINATION:	TO EACH:
A8-WRe	A8-WR5	Mobile Billing/Debt		A9-R101	Prepay On-net Calls	
A8-WRe	A8-WR5	Mobile Billing/Debt		A9-R102	Prepay Off-net Calls	
A8-WRe	A8-WR5	Mobile Billing/Debt		A9-R103	Prepay SMS	
A8-WRe	A8-WR5	Mobile Billing/Debt		A9-R104	Prepay Usage While Roaming	
A8-WRe	A8-WR5	Mobile Billing/Debt		A9-R81	Mobile Handsets/Accessories	
A8-WRe	A8-WR5	Mobile Billing/Debt		A9-R82	Postpay Service	
A8-WRe	A8-WR5	Mobile Billing/Debt		A9-R83	Prepay Service	
A8-WRe	A8-WR5	Mobile Billing/Debt		A9-R84	Mobile Data Services	
A8-WRe	A8-WR5	Mobile Billing/Debt		A9-R86	Mobile Termination	
A8-WRe	A8-WR5	Mobile Billing/Debt		A9-R87	Transit of the Mobile Network	
A8-WRe	A8-WR5	Mobile Billing/Debt		A9-R91	Postpay On-net Calls	
A8-WRe	A8-WR5	Mobile Billing/Debt		A9-R92	Postpay Off-net Calls	
A8-WRe	A8-WR5	Mobile Billing/Debt		A9-R93	Postpay SMS	
A8-WRe	A8-WR5	Mobile Billing/Debt		A9-R94	Postpay Usage While Roaming	

**DRIVER: Human Resources (Staff Related)**

**Methodology overview:** The driver apportions the Human Resources staff costs and associated overheads to the activities shown below, based on an analysis of time spent on each activity. To achieve this result Sure uses an in-house commercial costing tool, the Staff Activity Database. The database has a web based interface which allows users to input values against activities that they have carried out during the previous month. At the end of the period the total values for each activity per department are summed and percentages are calculated. These results are weighted by salary bands in order to recognise that staff within the department may be on different salary bands.

**Data Sources:** Staff Activity Database

DRIVER REF:	SOURCE REF:	SOURCE:	SPLIT VALUE:	DESTINATION REF:	DESTINATION:	TO EACH:
R3-H3	R3-H3	Human Resources (Staff Related)		R6-A9	Commercial Division (Staff Related)	
R3-H3	R3-H3	Human Resources (Staff Related)		R6-C1	Corporate Centre (Staff Related)	
R3-H3	R3-H3	Human Resources (Staff Related)		R7-C2	Legal & Regulatory (Staff Related)	
R3-H3	R3-H3	Human Resources (Staff Related)		R8-C3	Customer Operations (Staff Related)	
R3-H3	R3-H3	Human Resources (Staff Related)		R6-C6	Customer Experience (Staff Related)	
R3-H3	R3-H3	Human Resources (Staff Related)		R6-C9	Legal & Regulatory Division (Staff Re	
R3-H3	R3-H3	Human Resources (Staff Related)		R6-D9	Human Resources Division (Staff Re	
R3-H3	R3-H3	Human Resources (Staff Related)		R6-E2	Service Assurance - Core (Staff Rela	
R3-H3	R3-H3	Human Resources (Staff Related)		R8-E3	Service Assurance - Field (Staff Rela	
R3-H3	R3-H3	Human Resources (Staff Related)		R8-E4	Service Design - Mobile (Staff Relate	
R3-H3	R3-H3	Human Resources (Staff Related)		R4-E5	Service Assurance - IP (Staff Relatec	
R3-H3	R3-H3	Human Resources (Staff Related)		R4-E6	Security & Systems (Staff Related)	
R3-H3	R3-H3	Human Resources (Staff Related)		R4-E7	Project Management Office (Staff Re	
R3-H3	R3-H3	Human Resources (Staff Related)		R7-E8	Service Integrity (Staff Related)	
R3-H3	R3-H3	Human Resources (Staff Related)		R4-E9	Service Design (Staff Related)	
R3-H3	R3-H3	Human Resources (Staff Related)		R8-F2	Financial Control (Staff Related)	
R3-H3	R3-H3	Human Resources (Staff Related)		R7-F3	Financial Planning & Analysis (Staff f	
R3-H3	R3-H3	Human Resources (Staff Related)		R7-F4	Procurement & Logistics (Staff Relat	
R3-H3	R3-H3	Human Resources (Staff Related)		R8-F5	Business Performance & Assurance	
R3-H3	R3-H3	Human Resources (Staff Related)		R8-F7	Carrier Services (Staff Related)	
R3-H3	R3-H3	Human Resources (Staff Related)		R6-F9	Customer Service Division (Staff Rel:	
R3-H3	R3-H3	Human Resources (Staff Related)		R6-H9	CTIO Division (Staff Related)	
R3-H3	R3-H3	Human Resources (Staff Related)		R8-M1	Product Management (Staff Related)	
R3-H3	R3-H3	Human Resources (Staff Related)		R8-M4	Marketing (Staff Related)	
R3-H3	R3-H3	Human Resources (Staff Related)		R8-M7	Global Ops (Staff Related)	
R3-H3	R3-H3	Human Resources (Staff Related)		R6-M9	Finance Division (Staff Related)	
R3-H3	R3-H3	Human Resources (Staff Related)		R8-S1	Enterprise Sales (Staff Related)	
R3-H3	R3-H3	Human Resources (Staff Related)		R8-S2	Retail Sales (Staff Related)	
R3-H3	R3-H3	Human Resources (Staff Related)		R8-S3	Information Services (Staff Related)	
R3-H3	R3-H3	Human Resources (Staff Related)		R8-S5	Professional Services (Staff Related)	
R3-H3	R3-H3	Human Resources (Staff Related)		R8-S6	Enterprise Service (Staff Related)	
R3-H3	R3-H3	Human Resources (Staff Related)		R6-S9	Sales Division (Staff Related)	
R3-H3	R3-H3	Human Resources (Staff Related)		R9-SURE IOM CORPORATE COSTS	SURE IOM CORPORATE COSTS	
R3-H3	R3-H3	Human Resources (Staff Related)		R9-SURE JERSEY CORPORATE COSTS	SURE JERSEY CORPORATE COST	



**DRIVER: Service Assurance - IP (Staff Related)**

**Methodology overview:** The Service Assurance-IP team is responsible for the day to day running of Sure's Internet Service Provider (cwgsy.net) as well as Data Centre and other Internet services. The driver apportions staff and associated overhead costs across the activities that the department performs, based on an analysis of time spent on each activity. To achieve this result Sure uses an in-house commercial costing tool, the Staff Activity Database. The database has a web based interface which allows users to input values against activities that they have carried out during the previous month. At the end of the period the total values for each activity per department are summed and percentages are calculated. These results are weighted by salary bands in order to recognise that staff within the department may be on different salary bands.

**Data Sources:** Staff Activity Database

DRIVER REF:	SOURCE REF:	SOURCE:	SPLIT VALUE:	DESTINATION REF:	DESTINATION:	TO EACH:
R4-E5	R4-E5	Service Assurance - IP (Staff Related		R5-GUERNSEY CORPORATE IT NETWORK	GUERNSEY CORPORATE IT NETW	
R4-E5	R4-E5	Service Assurance - IP (Staff Related		R8-C3	CUSTOMER SUPPORT CENTRE	
R4-E5	R4-E5	Service Assurance - IP (Staff Related		R9-BROADBAND HOME GATEWAY / SP WO	BROADBAND HOME GATEWAY / S	
R4-E5	R4-E5	Service Assurance - IP (Staff Related		R9-COMVERSE PLATFORM	COMVERSE PLATFORM	
R4-E5	R4-E5	Service Assurance - IP (Staff Related		R9-CWGSY BROADBAND	CWGSY BROADBAND	
R4-E5	R4-E5	Service Assurance - IP (Staff Related		R9-DATA CENTRE HOSTED SERVICES (INC	DATA CENTRE HOSTED SERVICE	
R4-E5	R4-E5	Service Assurance - IP (Staff Related		R9-DATA CENTRE INFRASTRUCTURE	DATA CENTRE INFRASTRUCTURE	
R4-E5	R4-E5	Service Assurance - IP (Staff Related		R9-DATA CENTRE OTHER SERVICES (INCL.	DATA CENTRE OTHER SERVICES	
R4-E5	R4-E5	Service Assurance - IP (Staff Related		R9-EASY/BULK SMS	EASY/BULK SMS	
R4-E5	R4-E5	Service Assurance - IP (Staff Related		R9-ETHERNET CONNECT (ENGINEERING E	ETHERNET CONNECT (ENGINEER	
R4-E5	R4-E5	Service Assurance - IP (Staff Related		R9-EXCHANGE LINES (PSTN/ISDN) MAINT	EXCHANGE LINES (PSTN/ISDN) M/	
R4-E5	R4-E5	Service Assurance - IP (Staff Related		R9-EXCHANGE LINES (PSTN/ISDN) NEW/SH	EXCHANGE LINES (PSTN/ISDN) NE	
R4-E5	R4-E5	Service Assurance - IP (Staff Related		R9-GENERAL SERVICES FOR OTHER SURE	GENERAL SERVICES FOR OTHER	
R4-E5	R4-E5	Service Assurance - IP (Staff Related		R9-GSM SWITCH	GSM SWITCH	
R4-E5	R4-E5	Service Assurance - IP (Staff Related		R9-GSY MOBILE DATA (GPRS & 3G)	GSY MOBILE DATA (GPRS & 3G)	
R4-E5	R4-E5	Service Assurance - IP (Staff Related		R9-INTERNET BACKBONE	INTERNET BACKBONE	
R4-E5	R4-E5	Service Assurance - IP (Staff Related		R9-MACHINE TO MACHINE (M2M)	MACHINE TO MACHINE (M2M)	
R4-E5	R4-E5	Service Assurance - IP (Staff Related		R9-MANAGED SERVICES	MANAGED SERVICES	
R4-E5	R4-E5	Service Assurance - IP (Staff Related		R9-MPLS NETWORK	MPLS NETWORK	
R4-E5	R4-E5	Service Assurance - IP (Staff Related		R9-MSANs	MSANs	
R4-E5	R4-E5	Service Assurance - IP (Staff Related		R9-OTHER ISP SERVICES (INCL. DIAL UP, C	OTHER ISP SERVICES (INCL. DIAL	
R4-E5	R4-E5	Service Assurance - IP (Staff Related		R9-RETAIL OUTSIDE BAILIWICK LEASED LI	RETAIL OUTSIDE BAILIWICK LEAS	
R4-E5	R4-E5	Service Assurance - IP (Staff Related		R9-SMS (TEXT MESSAGES)	SMS (TEXT MESSAGES)	
R4-E5	R4-E5	Service Assurance - IP (Staff Related		R9-SURE IOM BROADBAND	SURE IOM BROADBAND	
R4-E5	R4-E5	Service Assurance - IP (Staff Related		R9-SURE IOM BUSINESS SERVICES (INCL. I	SURE IOM BUSINESS SERVICES (I	
R4-E5	R4-E5	Service Assurance - IP (Staff Related		R9-SURE IOM CORPORATE COSTS	SURE IOM CORPORATE COSTS	
R4-E5	R4-E5	Service Assurance - IP (Staff Related		R9-SURE IOM FIXED NETWORK CALLS	SURE IOM FIXED NETWORK CALL	
R4-E5	R4-E5	Service Assurance - IP (Staff Related		R9-SURE IOM MOBILE SERVICES	SURE IOM MOBILE SERVICES	
R4-E5	R4-E5	Service Assurance - IP (Staff Related		R9-SURE JERSEY BROADBAND	SURE JERSEY BROADBAND	
R4-E5	R4-E5	Service Assurance - IP (Staff Related		R9-SURE JERSEY BUSINESS SERVICES (IN	SURE JERSEY BUSINESS SERVICE	
R4-E5	R4-E5	Service Assurance - IP (Staff Related		R9-SURE JERSEY CORPORATE COSTS	SURE JERSEY CORPORATE COST	
R4-E5	R4-E5	Service Assurance - IP (Staff Related		R9-SURE JERSEY MOBILE SERVICES	SURE JERSEY MOBILE SERVICES	
R4-E5	R4-E5	Service Assurance - IP (Staff Related		R9-SYSTEM X	SYSTEM X	
R4-E5	R4-E5	Service Assurance - IP (Staff Related		R9-VOICEMAIL	VOICEMAIL	
R4-E5	R4-E5	Service Assurance - IP (Staff Related		R9-WHOLESALE BROADBAND	WHOLESALE BROADBAND	

**DRIVER: Security & Systems (Staff Related)**

**Methodology overview:** The Security & Systems team is responsible for the day to day running of Sure's in-house IT Network and applications. The driver apportions staff and associated overhead costs across the activities that the department performs, based on an analysis of time spent on each activity. To achieve this result Sure uses an in-house commercial costing tool, the Staff Activity Database. The database has a web based interface which allows users to input values against activities that they have carried out during the previous month. At the end of the period the total values for each activity per department are summed and percentages are calculated. These results are weighted by salary bands in order to recognise that staff within the department may be on different salary bands.

**Data Sources:** Staff Activity Database

DRIVER REF:	SOURCE REF:	SOURCE:	SPLIT VALUE:	DESTINATION REF:	DESTINATION:	TO EACH:
R4-E6	R4-E6	Security & Systems (Staff Related)		R5-GUERNSEY CORPORATE IT NETWORK	GUERNSEY CORPORATE IT NETW	
R4-E6	R4-E6	Security & Systems (Staff Related)		R8-SHARED FINANCE COSTS	SHARED FINANCE COSTS	
R4-E6	R4-E6	Security & Systems (Staff Related)		R9-CUSTOMER SYSTEMS (e.g. CIS)	CUSTOMER SYSTEMS (e.g. CIS)	
R4-E6	R4-E6	Security & Systems (Staff Related)		R9-DIRECTORY PRODUCTION, TYPESETTING	DIRECTORY PRODUCTION, TYPES	
R4-E6	R4-E6	Security & Systems (Staff Related)		R9-FIXED NETWORK BILLING / PAYMENTS	FIXED NETWORK BILLING / PAYME	
R4-E6	R4-E6	Security & Systems (Staff Related)		R9-FIXED NETWORK WORKS ORDERS (CALL)	FIXED NETWORK WORKS ORDER	
R4-E6	R4-E6	Security & Systems (Staff Related)		R9-GSY IPTV SERVICE	GSY IPTV SERVICE	
R4-E6	R4-E6	Security & Systems (Staff Related)		R9-MEDIATION PLATFORM	MEDIATION PLATFORM	
R4-E6	R4-E6	Security & Systems (Staff Related)		R9-MOBILE BILLING/PAYMENTS	MOBILE BILLING/PAYMENTS	
R4-E6	R4-E6	Security & Systems (Staff Related)		R9-MOBILE HANDSETS/ACCESSORIES	MOBILE HANDSETS/ACCESSORIE	
R4-E6	R4-E6	Security & Systems (Staff Related)		R9-MOBILE NUMBER PORTABILITY (MNP)	MOBILE NUMBER PORTABILITY (M	
R4-E6	R4-E6	Security & Systems (Staff Related)		R9-POSTPAY SERVICE	POSTPAY SERVICE	
R4-E6	R4-E6	Security & Systems (Staff Related)		R9-PREPAY SERVICE	PREPAY SERVICE	
R4-E6	R4-E6	Security & Systems (Staff Related)		R9-RETAIL PRICING/REPORTING	RETAIL PRICING/REPORTING	
R4-E6	R4-E6	Security & Systems (Staff Related)		R9-SURE IOM BROADBAND	SURE IOM BROADBAND	
R4-E6	R4-E6	Security & Systems (Staff Related)		R9-SURE IOM CORPORATE COSTS	SURE IOM CORPORATE COSTS	
R4-E6	R4-E6	Security & Systems (Staff Related)		R9-SURE IOM MOBILE SERVICES	SURE IOM MOBILE SERVICES	
R4-E6	R4-E6	Security & Systems (Staff Related)		R9-SURE JERSEY BROADBAND	SURE JERSEY BROADBAND	
R4-E6	R4-E6	Security & Systems (Staff Related)		R9-SURE JERSEY CORPORATE COSTS	SURE JERSEY CORPORATE COST	
R4-E6	R4-E6	Security & Systems (Staff Related)		R9-SURE JERSEY FIXED NETWORK CALLS	SURE JERSEY FIXED NETWORK C	
R4-E6	R4-E6	Security & Systems (Staff Related)		R9-SURE JERSEY MOBILE SERVICES	SURE JERSEY MOBILE SERVICES	

**DRIVER: Project Management Office (Staff Related)**

**Methodology overview:** The Project Management Office is responsible for co-ordinating projects undertaken by Sure. The driver apportions staff and associated overhead costs across activities that the department performs, based on an analysis of time spent on each activity. To achieve this result Sure uses an in-house commercial costing tool, the Staff Activity Database. The database has a web based interface which allows users to input values against activities that they have carried out during the previous month. At the end of the period the total values for each activity per department are summed and percentages are calculated. These results are weighted by salary bands in order to recognise that staff within the department may be on different salary bands.

**Data Sources:** Staff Activity Database

DRIVER REF:	SOURCE REF:	SOURCE:	SPLIT VALUE:	DESTINATION REF:	DESTINATION:	TO EACH:
R4-E7	R4-E7	Project Management Office (Staff Rel		R5-GUERNSEY CORPORATE IT NETWORK	GUERNSEY CORPORATE IT NETW	
R4-E7	R4-E7	Project Management Office (Staff Rel		R9-CUSTOMER SYSTEMS (e.g. CIS)	CUSTOMER SYSTEMS (e.g. CIS)	
R4-E7	R4-E7	Project Management Office (Staff Rel		R9-FIXED NETWORK BILLING / PAYMENTS	FIXED NETWORK BILLING / PAYME	
R4-E7	R4-E7	Project Management Office (Staff Rel		R9-FIXED NETWORK MASTS & RADIO	FIXED NETWORK MASTS & RADIO	
R4-E7	R4-E7	Project Management Office (Staff Rel		R9-FIXED NETWORK WORKS ORDERS (CA	FIXED NETWORK WORKS ORDER	
R4-E7	R4-E7	Project Management Office (Staff Rel		R9-GSM BASE STATIONS	GSM BASE STATIONS	
R4-E7	R4-E7	Project Management Office (Staff Rel		R9-GSM SWITCH	GSM SWITCH	
R4-E7	R4-E7	Project Management Office (Staff Rel		R9-GSY MOBILE DATA (GPRS & 3G)	GSY MOBILE DATA (GPRS & 3G)	
R4-E7	R4-E7	Project Management Office (Staff Rel		R9-MOBILE BILLING/PAYMENTS	MOBILE BILLING/PAYMENTS	
R4-E7	R4-E7	Project Management Office (Staff Rel		R9-MOBILE MAST SHARING	MOBILE MAST SHARING	
R4-E7	R4-E7	Project Management Office (Staff Rel		R9-MSANs	MSANs	
R4-E7	R4-E7	Project Management Office (Staff Rel		R9-REGULATORY STRATEGY	REGULATORY STRATEGY	
R4-E7	R4-E7	Project Management Office (Staff Rel		R9-SDH EQUIPMENT	SDH EQUIPMENT	
R4-E7	R4-E7	Project Management Office (Staff Rel		R9-SUBMARINE CABLES	SUBMARINE CABLES	
R4-E7	R4-E7	Project Management Office (Staff Rel		R9-GUERNSEY CORPORATE COSTS	GUERNSEY CORPORATE COSTS	
R4-E7	R4-E7	Project Management Office (Staff Rel		R9-SURE IOM BROADBAND	SURE IOM BROADBAND	
R4-E7	R4-E7	Project Management Office (Staff Rel		R9-SURE IOM BUSINESS SERVICES (INCL. I	SURE IOM BUSINESS SERVICES (I	
R4-E7	R4-E7	Project Management Office (Staff Rel		R9-SURE IOM CORPORATE COSTS	SURE IOM CORPORATE COSTS	
R4-E7	R4-E7	Project Management Office (Staff Rel		R9-SURE IOM MOBILE SERVICES	SURE IOM MOBILE SERVICES	
R4-E7	R4-E7	Project Management Office (Staff Rel		R9-SURE JERSEY BROADBAND	SURE JERSEY BROADBAND	
R4-E7	R4-E7	Project Management Office (Staff Rel		R9-SURE JERSEY BUSINESS SERVICES (IN	SURE JERSEY BUSINESS SERVI	
R4-E7	R4-E7	Project Management Office (Staff Rel		R9-SURE JERSEY CORPORATE COSTS	SURE JERSEY CORPORATE COST	
R4-E7	R4-E7	Project Management Office (Staff Rel		R9-SURE JERSEY MOBILE SERVICES	SURE JERSEY MOBILE SERVICES	
R4-E7	R4-E7	Project Management Office (Staff Rel		R9-SYSTEM X	SYSTEM X	
R4-E7	R4-E7	Project Management Office (Staff Rel		R9-UNDERGROUND NETWORK	UNDERGROUND NETWORK	
R4-E7	R4-E7	Project Management Office (Staff Rel		R9-WHOLESALE BROADBAND	WHOLESALE BROADBAND	

**DRIVER: Service Design (Staff Related)**

**Methodology overview:** The Service Design team is responsible for designing Sure's internal and external networks (not including mobile). The driver apportions staff and associated overhead costs across activities that the department performs, based on an analysis of time spent on each activity. To achieve this result Sure uses an in-house commercial costing tool, the Staff Activity Database. The database has a web based interface which allows users to input values against activities that they have carried out during the previous month. At the end of the period the total values for each activity per department are summed and percentages are calculated. These results are weighted by salary bands in order to recognise that staff within the department may be on different salary bands.

**Data Sources:** Staff Activity Database

DRIVER REF:	SOURCE REF:	SOURCE:	SPLIT VALUE:	DESTINATION REF:	DESTINATION:	TO EACH:
R4-E9	R4-E9	Service Design (Staff Related)		R5-GUERNSEY CORPORATE IT NETWORK	GUERNSEY CORPORATE IT NETW	
R4-E9	R4-E9	Service Design (Staff Related)		R9-B RAS	B RAS	
R4-E9	R4-E9	Service Design (Staff Related)		R9-BROADBAND HOME GATEWAY / SP WO	BROADBAND HOME GATEWAY / S	
R4-E9	R4-E9	Service Design (Staff Related)		R9-COMVERSE PLATFORM	COMVERSE PLATFORM	
R4-E9	R4-E9	Service Design (Staff Related)		R9-DATA CENTRE HOSTED SERVICES (INC	DATA CENTRE HOSTED SERVICE	
R4-E9	R4-E9	Service Design (Staff Related)		R9-DATA CENTRE INFRASTRUCTURE	DATA CENTRE INFRASTRUCTURE	
R4-E9	R4-E9	Service Design (Staff Related)		R9-EASY/BULK SMS	EASY/BULK SMS	
R4-E9	R4-E9	Service Design (Staff Related)		R9-GSM BASE STATIONS	GSM BASE STATIONS	
R4-E9	R4-E9	Service Design (Staff Related)		R9-GSM SWITCH	GSM SWITCH	
R4-E9	R4-E9	Service Design (Staff Related)		R9-GSY MOBILE DATA (GPRS & 3G)	GSY MOBILE DATA (GPRS & 3G)	
R4-E9	R4-E9	Service Design (Staff Related)		R9-INTERNET BACKBONE	INTERNET BACKBONE	
R4-E9	R4-E9	Service Design (Staff Related)		R9-MPLS NETWORK	MPLS NETWORK	
R4-E9	R4-E9	Service Design (Staff Related)		R9-MSANs	MSANs	
R4-E9	R4-E9	Service Design (Staff Related)		R9-OTHER ISP SERVICES (INCL. DIAL UP, C	OTHER ISP SERVICES (INCL. DIAL	
R4-E9	R4-E9	Service Design (Staff Related)		R9-ROAMING FACILITY	ROAMING FACILITY	
R4-E9	R4-E9	Service Design (Staff Related)		R9-SMS (TEXT MESSAGES)	SMS (TEXT MESSAGES)	
R4-E9	R4-E9	Service Design (Staff Related)		R9-SUBMARINE CABLES	SUBMARINE CABLES	
R4-E9	R4-E9	Service Design (Staff Related)		R9-SURE IOM BROADBAND	SURE IOM BROADBAND	
R4-E9	R4-E9	Service Design (Staff Related)		R9-SURE IOM BUSINESS SERVICES (INCL. I	SURE IOM BUSINESS SERVICES (I	
R4-E9	R4-E9	Service Design (Staff Related)		R9-SURE IOM CORPORATE COSTS	SURE IOM CORPORATE COSTS	
R4-E9	R4-E9	Service Design (Staff Related)		R9-SURE IOM MOBILE SERVICES	SURE IOM MOBILE SERVICES	
R4-E9	R4-E9	Service Design (Staff Related)		R9-SURE JERSEY BROADBAND	SURE JERSEY BROADBAND	
R4-E9	R4-E9	Service Design (Staff Related)		R9-SURE JERSEY BUSINESS SERVICES (IN	SURE JERSEY BUSINESS SERVI	
R4-E9	R4-E9	Service Design (Staff Related)		R9-SURE JERSEY CORPORATE COSTS	SURE JERSEY CORPORATE COST	
R4-E9	R4-E9	Service Design (Staff Related)		R9-SURE JERSEY MOBILE SERVICES	SURE JERSEY MOBILE SERVICES	
R4-E9	R4-E9	Service Design (Staff Related)		R9-TRANSMISSION PLANNING (INCL. DIAG	TRANSMISSION PLANNING (INCL.	
R4-E9	R4-E9	Service Design (Staff Related)		R9-UNDERGROUND NETWORK	UNDERGROUND NETWORK	

**DRIVER:** Commercial Division (Staff Related)

**Methodology overview:** The driver apportions the Commercial Division staff costs, as well as associated overhead costs, to the activities that the department performs. To achieve this result Sure uses an in-house commercial costing tool, the Staff Activity Database. The database has a web based interface which allows users to input values against activities that they have carried out during the previous month. At the end of the period the total values for each activity per department are summed and percentages are calculated. These results are weighted by salary bands in order to recognise that staff within the department may be on different salary bands.

**Data Sources:** Staff Activity Database

DRIVER REF:	SOURCE REF:	SOURCE:	SPLIT VALUE:	DESTINATION REF:	DESTINATION:	TO EACH:
R6-A9	R6-A9	Commercial Division (Staff Related)		R9-DATA CENTRE HOSTED SERVICES (INC	DATA CENTRE HOSTED SERVICE	
R6-A9	R6-A9	Commercial Division (Staff Related)		R9-EASY/BULK SMS	EASY/BULK SMS	
R6-A9	R6-A9	Commercial Division (Staff Related)		R9-Guernsey Corporate Costs	GUERNSEY CORPORATE COSTS	
R6-A9	R6-A9	Commercial Division (Staff Related)		R9-INTERCONNECT / REFERENCE OFFER	INTERCONNECT / REFERENCE O	
R6-A9	R6-A9	Commercial Division (Staff Related)		R9-MACHINE TO MACHINE (M2M)	MACHINE TO MACHINE (M2M)	
R6-A9	R6-A9	Commercial Division (Staff Related)		R9-SURE IOM CORPORATE COSTS	SURE IOM CORPORATE COSTS	
R6-A9	R6-A9	Commercial Division (Staff Related)		R9-SURE IOM MOBILE SERVICES	SURE IOM MOBILE SERVICES	
R6-A9	R6-A9	Commercial Division (Staff Related)		R9-SURE JERSEY CORPORATE COSTS	SURE JERSEY CORPORATE COS	
R6-A9	R6-A9	Commercial Division (Staff Related)		R9-WHOLESALE BROADBAND	WHOLESALE BROADBAND	
R6-A9	R6-A9	Commercial Division (Staff Related)		R9-WHOLESALE LOCAL LEASED LINES	WHOLESALE LOCAL LEASED LINI	
R6-A9	R6-A9	Commercial Division (Staff Related)		R9-WHOLESALE EXCHANGE LINES	WHOLESALE EXCHANGE LINES	

**DRIVER:** CEO's Office (Staff Related)

**Methodology overview:** The driver apportions the CEO's Office costs as well as associated overhead costs to the activities that the department performs based on analysis of time spent on each activity. To achieve this result Sure uses an in-house commercial costing tool, the Staff Activity Database. The database has a web based interface which allows users to input values against activities that they have carried out during the previous month. At the end of the period the total values for each activity per department are summed and percentages are calculated. These results are weighted by salary bands in order to recognise that staff within the department may be on different salary bands.

**Data Sources:** Staff Activity Database

DRIVER REF:	SOURCE REF:	SOURCE:	SPLIT VALUE:	DESTINATION REF:	DESTINATION:	TO EACH:
R6-C1	R6-C1	CEO's Office (Staff Related)		R9-Guernsey Corporate Costs	GUERNSEY CORPORATE COSTS	
R6-C1	R6-C1	CEO's Office (Staff Related)		R9-SUBMARINE CABLES	SUBMARINE CABLES	
R6-C1	R6-C1	CEO's Office (Staff Related)		R9-SURE IOM BROADBAND	SURE IOM BROADBAND	
R6-C1	R6-C1	CEO's Office (Staff Related)		R9-SURE IOM CORPORATE COSTS	SURE IOM CORPORATE COSTS	
R6-C1	R6-C1	CEO's Office (Staff Related)		R9-SURE IOM FIXED NETWORK CALLS	SURE IOM FIXED NETWORK CALLS	
R6-C1	R6-C1	CEO's Office (Staff Related)		R9-SURE JERSEY BUSINESS SERVICES (IN	SURE JERSEY BUSINESS SERVICES	
R6-C1	R6-C1	CEO's Office (Staff Related)		R9-SURE JERSEY CORPORATE COSTS	SURE JERSEY CORPORATE COSTS	
R6-C1	R6-C1	CEO's Office (Staff Related)		R9-UNDERGROUND NETWORK	UNDERGROUND NETWORK	

**DRIVER: Customer Experience (Staff Related)**

**Methodology overview:** The driver apportions the cost of the Customer Experience team, as well as associated overheads, between the activities that are performed based on an analysis of time spent on each activity. To achieve this result Sure uses an in-house commercial costing tool, the Staff Activity Database. The database has a web based interface which allows users to input values against activities that they have carried out during the previous month. At the end of the period the total values for each activity per department are summed and percentages are calculated.

**Data Sources:** Staff Activity Database

DRIVER REF:	SOURCE REF:	SOURCE:	SPLIT VALUE:	DESTINATION REF:	DESTINATION:	TO EACH:
R6-C6	R6-C6	Customer Experience (Staff Related)		R7-OASIS / IVR PLATFORM	OASIS / IVR PLATFORM	
R6-C6	R6-C6	Customer Experience (Staff Related)		R8-C3	CUSTOMER SUPPORT CENTRE	
R6-C6	R6-C6	Customer Experience (Staff Related)		R9-BLACKBERRY	BLACKBERRY	
R6-C6	R6-C6	Customer Experience (Staff Related)		R9-COMVERSE PLATFORM	COMVERSE PLATFORM	
R6-C6	R6-C6	Customer Experience (Staff Related)		R9-CUSTOMER COMPLAINTS/MANAGING C	CUSTOMER COMPLAINTS/MANAC	
R6-C6	R6-C6	Customer Experience (Staff Related)		R9-CUSTOMER EQUIPMENT / INTERNAL W	CUSTOMER EQUIPMENT / INTERN	
R6-C6	R6-C6	Customer Experience (Staff Related)		R9-CUSTOMER SYSTEMS (e.g. CIS)	CUSTOMER SYSTEMS (e.g. CIS)	
R6-C6	R6-C6	Customer Experience (Staff Related)		R9-CWGSY BROADBAND	CWGSY BROADBAND	
R6-C6	R6-C6	Customer Experience (Staff Related)		R9-ETHERNET CONNECT	ETHERNET CONNECT	
R6-C6	R6-C6	Customer Experience (Staff Related)		R9-EXCHANGE LINES	EXCHANGE LINES	
R6-C6	R6-C6	Customer Experience (Staff Related)		R9-EXCHANGE LINES (PSTN/ISDN) MAINT	EXCHANGE LINES (PSTN/ISDN) M	
R6-C6	R6-C6	Customer Experience (Staff Related)		R9-GENERAL SERVICES FOR OTHER SURI	GENERAL SERVICES FOR OTHER	
R6-C6	R6-C6	Customer Experience (Staff Related)		R9-GSY MOBILE DATA (GPRS & 3G)	GSY MOBILE DATA (GPRS & 3G)	
R6-C6	R6-C6	Customer Experience (Staff Related)		R9-LANs - RETAIL	LANs - RETAIL	
R6-C6	R6-C6	Customer Experience (Staff Related)		R9-LANs - WHOLESALE	LANs - WHOLESALE	
R6-C6	R6-C6	Customer Experience (Staff Related)		R9-MOBILE BILLING/PAYMENTS	MOBILE BILLING/PAYMENTS	
R6-C6	R6-C6	Customer Experience (Staff Related)		R9-MOBILE NUMBER PORTABILITY (MNP)	MOBILE NUMBER PORTABILITY (M	
R6-C6	R6-C6	Customer Experience (Staff Related)		R9-POSTPAY OFF-NET CALLS	POSTPAY OFF-NET CALLS	
R6-C6	R6-C6	Customer Experience (Staff Related)		R9-POSTPAY ON-NET CALLS	POSTPAY ON-NET CALLS	
R6-C6	R6-C6	Customer Experience (Staff Related)		R9-POSTPAY SERVICE	POSTPAY SERVICE	
R6-C6	R6-C6	Customer Experience (Staff Related)		R9-PREPAY OFF-NET CALLS	PREPAY OFF-NET CALLS	
R6-C6	R6-C6	Customer Experience (Staff Related)		R9-PREPAY ON-NET CALLS	PREPAY ON-NET CALLS	
R6-C6	R6-C6	Customer Experience (Staff Related)		R9-PREPAY SERVICE	PREPAY SERVICE	
R6-C6	R6-C6	Customer Experience (Staff Related)		R9-PREPAY SIMS	PREPAY SIMS	
R6-C6	R6-C6	Customer Experience (Staff Related)		R9-RETAIL LOCAL LEASED LINES	RETAIL LOCAL LEASED LINES	
R6-C6	R6-C6	Customer Experience (Staff Related)		R9-RETAIL OUTSIDE BAILIWICK LEASED LI	RETAIL OUTSIDE BAILIWICK LEAS	
R6-C6	R6-C6	Customer Experience (Staff Related)		R9-RETAIL PRICING/REPORTING	RETAIL PRICING/REPORTING	
R6-C6	R6-C6	Customer Experience (Staff Related)		R9-ROAMING FACILITY	ROAMING FACILITY	
R6-C6	R6-C6	Customer Experience (Staff Related)		R9-SMS (TEXT MESSAGES)	SMS (TEXT MESSAGES)	
R6-C6	R6-C6	Customer Experience (Staff Related)		R9-Guernsey Corporate Costs	GUERNSEY CORPORATE COSTS	
R6-C6	R6-C6	Customer Experience (Staff Related)		R9-SURE IOM BROADBAND	SURE IOM BROADBAND	
R6-C6	R6-C6	Customer Experience (Staff Related)		R9-SURE IOM BUSINESS SERVICES (INCL.	SURE IOM BUSINESS SERVICES (	
R6-C6	R6-C6	Customer Experience (Staff Related)		R9-SURE IOM CORPORATE COSTS	SURE IOM CORPORATE COSTS	
R6-C6	R6-C6	Customer Experience (Staff Related)		R9-SURE IOM MOBILE SERVICES	SURE IOM MOBILE SERVICES	
R6-C6	R6-C6	Customer Experience (Staff Related)		R9-SURE JERSEY BROADBAND	SURE JERSEY BROADBAND	
R6-C6	R6-C6	Customer Experience (Staff Related)		R9-SURE JERSEY BUSINESS SERVICES (IN	SURE JERSEY BUSINESS SERVIC	
R6-C6	R6-C6	Customer Experience (Staff Related)		R9-SURE JERSEY CORPORATE COSTS	SURE JERSEY CORPORATE COS	
R6-C6	R6-C6	Customer Experience (Staff Related)		R9-SURE JERSEY MOBILE SERVICES	SURE JERSEY MOBILE SERVICES	
R6-C6	R6-C6	Customer Experience (Staff Related)		R9-WHOLESALE LOCAL LEASED LINES	WHOLESALE LOCAL LEASED LINI	
R6-C6	R6-C6	Customer Experience (Staff Related)		R9-WHOLESALE OUTSIDE BAILIWICK LEAS	WHOLESALE OUTSIDE BAILIWICK	
R6-C6	R6-C6	Customer Experience (Staff Related)		R9-WHOLESALE BROADBAND	WHOLESALE BROADBAND	

**DRIVER: Legal & Regulatory Division (Staff Related)**

**Methodology overview:** The driver apportions the cost of the Legal & Regulatory director, as well as associated overheads, between the activities that are performed based on an analysis of time spent on each activity. To achieve this result Sure uses an in-house commercial costing tool, the Staff Activity Database. The database has a web based interface which allows users to input values against activities that they have carried out during the previous month. At the end of the period the total values for each activity per department are summed and percentages are calculated.

**Data Sources:** Staff Activity Database

DRIVER REF:	SOURCE REF:	SOURCE:	SPLIT VALUE:	DESTINATION REF:	DESTINATION:	TO EACH:
R6-C9	R6-C9	Legal & Regulatory Division (Staff R		R9-CWGSY BROADBAND	CWGSY BROADBAND	
R6-C9	R6-C9	Legal & Regulatory Division (Staff R		R9-EASY/BULK SMS	EASY/BULK SMS	
R6-C9	R6-C9	Legal & Regulatory Division (Staff R		R9-EXCHANGE LINES	EXCHANGE LINES	
R6-C9	R6-C9	Legal & Regulatory Division (Staff R		R9-FIXED NETWORK BILLING / PAYMENTS	FIXED NETWORK BILLING / PAYM	
R6-C9	R6-C9	Legal & Regulatory Division (Staff R		R9-GSM SWITCH	GSM SWITCH	
R6-C9	R6-C9	Legal & Regulatory Division (Staff R		R9-Guernsey Corporate Costs	GUERNSEY CORPORATE COSTS	
R6-C9	R6-C9	Legal & Regulatory Division (Staff R		R9-REGULATORY STRATEGY	REGULATORY STRATEGY	
R6-C9	R6-C9	Legal & Regulatory Division (Staff R		R9-RETAIL LOCAL LEASED LINES	RETAIL LOCAL LEASED LINES	
R6-C9	R6-C9	Legal & Regulatory Division (Staff R		R9-SURE IOM BUSINESS SERVICES (INCL.	SURE IOM BUSINESS SERVICES (	
R6-C9	R6-C9	Legal & Regulatory Division (Staff R		R9-SURE IOM CORPORATE COSTS	SURE IOM CORPORATE COSTS	
R6-C9	R6-C9	Legal & Regulatory Division (Staff R		R9-SURE IOM FIXED NETWORK CALLS	SURE IOM FIXED NETWORK CALL	
R6-C9	R6-C9	Legal & Regulatory Division (Staff R		R9-SURE IOM MOBILE SERVICES	SURE IOM MOBILE SERVICES	
R6-C9	R6-C9	Legal & Regulatory Division (Staff R		R9-SURE JERSEY BROADBAND	SURE JERSEY BROADBAND	
R6-C9	R6-C9	Legal & Regulatory Division (Staff R		R9-SURE JERSEY BUSINESS SERVICES (IN	SURE JERSEY BUSINESS SERVIC	
R6-C9	R6-C9	Legal & Regulatory Division (Staff R		R9-SURE JERSEY CORPORATE COSTS	SURE JERSEY CORPORATE COS	
R6-C9	R6-C9	Legal & Regulatory Division (Staff R		R9-SURE JERSEY FIXED NETWORK CALLS	SURE JERSEY FIXED NETWORK (	
R6-C9	R6-C9	Legal & Regulatory Division (Staff R		R9-SURE JERSEY MOBILE SERVICES	SURE JERSEY MOBILE SERVICES	
R6-C9	R6-C9	Legal & Regulatory Division (Staff R		R9-WHOLESALE BROADBAND	WHOLESALE BROADBAND	
R6-C9	R6-C9	Legal & Regulatory Division (Staff R		R9-WHOLESALE LOCAL LEASED LINES	WHOLESALE LOCAL LEASED LINI	
R6-C9	R6-C9	Legal & Regulatory Division (Staff R		R9-WHOLESALE EXCHANGE LINES	WHOLESALE EXCHANGE LINES	



**DRIVER:** Human Resources Division (Staff Related)

**Methodology overview:** The driver apportions the cost of the HR Director, as well as associated overheads, between the activities that are performed based on an analysis of time spent on each activity. To achieve this result Sure uses an in-house commercial costing tool, the Staff Activity Database. The database has a web based interface which allows users to input values against activities that they have carried out during the previous month. At the end of the period the total values for each activity per department are summed and percentages are calculated.

**Data Sources:** Staff Activity Database

DRIVER REF:	SOURCE REF:	SOURCE:	SPLIT VALUE:	DESTINATION REF:	DESTINATION:	TO EACH:
R6-D9	R6-D9	Human Resources Division (Staff Re		R9-GENERAL SERVICES FOR OTHER SURI	GENERAL SERVICES FOR OTHER	
R6-D9	R6-D9	Human Resources Division (Staff Re		R9-Guernsey Corporate Costs	GUERNSEY CORPORATE COSTS	
R6-D9	R6-D9	Human Resources Division (Staff Re		R9-SURE IOM CORPORATE COSTS	SURE IOM CORPORATE COSTS	
R6-D9	R6-D9	Human Resources Division (Staff Re		R9-SURE JERSEY CORPORATE COSTS	SURE JERSEY CORPORATE COS	

**DRIVER: Service Assurance - Core (Staff Related)**

**Methodology overview:** The Service Assurance - Core team support all core network processes, including those associated with the planning, installation and commissioning of fixed network equipment. The driver allocates the staff and associated overhead costs to activities that the department performs, based on an analysis of time spent on each activity. To achieve this result Sure uses an in-house commercial costing tool, the Staff Activity Database. The database has a web based interface which allows users to input values against activities that they have carried out during the previous month. At the end of the period the total values for each activity per department are summed and percentages are calculated. These results are weighted by salary bands in order to recognise that staff within the department may be on different salary bands.

**Data Sources:** Staff Activity Database

DRIVER REF:	SOURCE REF:	SOURCE:	SPLIT VALUE:	DESTINATION REF:	DESTINATION:	TO EACH:
R6-E2	R6-E2	Service Assurance - Core (Staff Rel		R7-OASIS / IVR PLATFORM	OASIS / IVR PLATFORM	
R6-E2	R6-E2	Service Assurance - Core (Staff Rel		R9-ACE / FMUX EQUIPMENT	ACE / FMUX EQUIPMENT	
R6-E2	R6-E2	Service Assurance - Core (Staff Rel		R9-B RAS	B RAS	
R6-E2	R6-E2	Service Assurance - Core (Staff Rel		R9-BROADBAND - CUSTOMER RELATED W	BROADBAND - CUSTOMER RELA	
R6-E2	R6-E2	Service Assurance - Core (Staff Rel		R9-BROADBAND HOME GATEWAY / SP WC	BROADBAND HOME GATEWAY / S	
R6-E2	R6-E2	Service Assurance - Core (Staff Rel		R9-BROADBAND SYSTEM MANAGEMENT	BROADBAND SYSTEM MANAGEM	
R6-E2	R6-E2	Service Assurance - Core (Staff Rel		R9-CONCENTRATOR (ACCESS SIDE)	CONCENTRATOR (ACCESS SIDE)	
R6-E2	R6-E2	Service Assurance - Core (Staff Rel		R9-CONCENTRATOR (CORE SIDE)	CONCENTRATOR (CORE SIDE)	
R6-E2	R6-E2	Service Assurance - Core (Staff Rel		R9-ETHERNET CONNECT (ENGINEERING E	ETHERNET CONNECT (ENGINEEF	
R6-E2	R6-E2	Service Assurance - Core (Staff Rel		R9-EXCHANGE LINES (PSTN/ISDN) MAINT	EXCHANGE LINES (PSTN/ISDN) M	
R6-E2	R6-E2	Service Assurance - Core (Staff Rel		R9-FIXED NETWORK MASTS & RADIO	FIXED NETWORK MASTS & RADIC	
R6-E2	R6-E2	Service Assurance - Core (Staff Rel		R9-INTERCONNECT / REFERENCE OFFER	INTERCONNECT / REFERENCE O	
R6-E2	R6-E2	Service Assurance - Core (Staff Rel		R9-LANs - WHOLESALE	LANs - WHOLESALE	
R6-E2	R6-E2	Service Assurance - Core (Staff Rel		R9-LEASED LINES (EXCHANGE WORK) NE	LEASED LINES (EXCHANGE WOR	
R6-E2	R6-E2	Service Assurance - Core (Staff Rel		R9-MPLS NETWORK	MPLS NETWORK	
R6-E2	R6-E2	Service Assurance - Core (Staff Rel		R9-MSANs	MSANs	
R6-E2	R6-E2	Service Assurance - Core (Staff Rel		R9-SDH EQUIPMENT	SDH EQUIPMENT	
R6-E2	R6-E2	Service Assurance - Core (Staff Rel		R9-SUBMARINE CABLES	SUBMARINE CABLES	
R6-E2	R6-E2	Service Assurance - Core (Staff Rel		R9-SUPPORT BLOCK (INCLUDING POWER)	SUPPORT BLOCK (INCLUDING PC	
R6-E2	R6-E2	Service Assurance - Core (Staff Rel		R9-SURE IOM BUSINESS SERVICES (INCL.	SURE IOM BUSINESS SERVICES (	
R6-E2	R6-E2	Service Assurance - Core (Staff Rel		R9-SURE JERSEY BROADBAND	SURE JERSEY BROADBAND	
R6-E2	R6-E2	Service Assurance - Core (Staff Rel		R9-SURE JERSEY BUSINESS SERVICES (IN	SURE JERSEY BUSINESS SERVIC	
R6-E2	R6-E2	Service Assurance - Core (Staff Rel		R9-SWITCH	SWITCH	
R6-E2	R6-E2	Service Assurance - Core (Staff Rel		R9-SYSTEM X	SYSTEM X	
R6-E2	R6-E2	Service Assurance - Core (Staff Rel		R9-TRANSMISSION PLANNING (INCL. DIAG	TRANSMISSION PLANNING (INCL.	

**DRIVER: Customer Service Division (Staff Related)**

**Methodology overview:** The driver apportions the cost of the Customer Experience director, as well as associated overheads, between the activities that are performed based on an analysis of time spent on each activity. To achieve this result Sure uses an in-house commercial costing tool, the Staff Activity Database. The database has a web based interface which allows users to input values against activities that they have carried out during the previous month. At the end of the period the total values for each activity per department are summed and percentages are calculated.

**Data Sources:** Staff Activity Database

DRIVER REF:	SOURCE REF:	SOURCE:	SPLIT VALUE:	DESTINATION REF:	DESTINATION:	TO EACH:
R6-F9	R6-F9	Customer Service Division (Staff Rel		R7-OASIS / IVR PLATFORM	OASIS / IVR PLATFORM	
R6-F9	R6-F9	Customer Service Division (Staff Rel		R8-C3	CUSTOMER SUPPORT CENTRE	
R6-F9	R6-F9	Customer Service Division (Staff Rel		R9-CORPORATE MARKETING ACTIVITIES	CORPORATE MARKETING ACTIVI	
R6-F9	R6-F9	Customer Service Division (Staff Rel		R9-CUSTOMER EQUIPMENT / INTERNAL W	CUSTOMER EQUIPMENT / INTERI	
R6-F9	R6-F9	Customer Service Division (Staff Rel		R9-CWGSY BROADBAND	CWGSY BROADBAND	
R6-F9	R6-F9	Customer Service Division (Staff Rel		R9-DATA CENTRE HOSTED SERVICES (INC	DATA CENTRE HOSTED SERVICE	
R6-F9	R6-F9	Customer Service Division (Staff Rel		R9-EXCHANGE LINES	EXCHANGE LINES	
R6-F9	R6-F9	Customer Service Division (Staff Rel		R9-EXCHANGE LINES (PSTN/ISDN) MAINT	EXCHANGE LINES (PSTN/ISDN) M	
R6-F9	R6-F9	Customer Service Division (Staff Rel		R9-FIXED NETWORK BILLING / PAYMENTS	FIXED NETWORK BILLING / PAYM	
R6-F9	R6-F9	Customer Service Division (Staff Rel		R9-FIXED NETWORK WORKS ORDERS (CA	FIXED NETWORK WORKS ORDEF	
R6-F9	R6-F9	Customer Service Division (Staff Rel		R9-GUERNSEY CORPORATE COSTS	GUERNSEY CORPORATE COSTS	
R6-F9	R6-F9	Customer Service Division (Staff Rel		R9-LANs - RETAIL	LANs - RETAIL	
R6-F9	R6-F9	Customer Service Division (Staff Rel		R9-MACHINE TO MACHINE (M2M)	MACHINE TO MACHINE (M2M)	
R6-F9	R6-F9	Customer Service Division (Staff Rel		R9-MOBILE BILLING/PAYMENTS	MOBILE BILLING/PAYMENTS	
R6-F9	R6-F9	Customer Service Division (Staff Rel		R9-POSTPAY SERVICE	POSTPAY SERVICE	
R6-F9	R6-F9	Customer Service Division (Staff Rel		R9-PREPAY SERVICE	PREPAY SERVICE	
R6-F9	R6-F9	Customer Service Division (Staff Rel		R9-REGULATORY STRATEGY	REGULATORY STRATEGY	
R6-F9	R6-F9	Customer Service Division (Staff Rel		R9-RETAIL FIXED CALLS	RETAIL FIXED CALLS	
R6-F9	R6-F9	Customer Service Division (Staff Rel		R9-RETAIL LOCAL LEASED LINES	RETAIL LOCAL LEASED LINES	
R6-F9	R6-F9	Customer Service Division (Staff Rel		R9-RETAIL OUTSIDE BAILIWICK LEASED LI	RETAIL OUTSIDE BAILIWICK LEAS	
R6-F9	R6-F9	Customer Service Division (Staff Rel		R9-SURE JERSEY BROADBAND	SURE JERSEY BROADBAND	
R6-F9	R6-F9	Customer Service Division (Staff Rel		R9-SURE JERSEY CORPORATE COSTS	SURE JERSEY CORPORATE COS	
R6-F9	R6-F9	Customer Service Division (Staff Rel		R9-WHOLESALE BROADBAND	WHOLESALE BROADBAND	
R6-F9	R6-F9	Customer Service Division (Staff Rel		R9-WHOLESALE LOCAL LEASED LINES	WHOLESALE LOCAL LEASED LINI	
R6-F9	R6-F9	Customer Service Division (Staff Rel		R9-SURE JERSEY MOBILE SERVICES	SURE JERSEY MOBILE SERVICES	
R6-F9	R6-F9	Customer Service Division (Staff Rel		R9-SURE JERSEY FIXED NETWORK CALLS	SURE JERSEY FIXED NETWORK (	
R6-F9	R6-F9	Customer Service Division (Staff Rel		R9-SURE IOM CORPORATE COSTS	SURE IOM CORPORATE COSTS	
R6-F9	R6-F9	Customer Service Division (Staff Rel		R9-SURE IOM MOBILE SERVICES	SURE IOM MOBILE SERVICES	
R6-F9	R6-F9	Customer Service Division (Staff Rel		R9-SURE IOM BROADBAND	SURE IOM BROADBAND	
R6-F9	R6-F9	Customer Service Division (Staff Rel		R9-SURE IOM FIXED NETWORK CALLS	SURE IOM FIXED NETWORK CALL	
R6-F9	R6-F9	Customer Service Division (Staff Rel		R9-WHOLESALE EXCHANGE LINES	WHOLESALE EXCHANGE LINES	

**DRIVER: CTIO Division (Staff Related)**

**Methodology overview:** The driver apportions the cost of the CTIO Division, as well as associated overheads, between the activities that are performed based on an analysis of time spent on each activity. To achieve this result Sure uses an in-house commercial costing tool, the Staff Activity Database. The database has a web based interface which allows users to input values against activities that they have carried out during the previous month. At the end of the period the total values for each activity per department are summed and percentages are calculated.

**Data Sources:** Staff Activity Database

DRIVER REF:	SOURCE REF:	SOURCE:	SPLIT VALUE:	DESTINATION REF:	DESTINATION:	TO EACH:
R6-H9	R6-H9	CTIO Division (Staff Related)		R9-CORPORATE MARKETING ACTIVITIES	CORPORATE MARKETING ACTIVI	
R6-H9	R6-H9	CTIO Division (Staff Related)		R9-CWGSY BROADBAND	CWGSY BROADBAND	
R6-H9	R6-H9	CTIO Division (Staff Related)		R9-DATA CENTRE HOSTED SERVICES (INC	DATA CENTRE HOSTED SERVICE	
R6-H9	R6-H9	CTIO Division (Staff Related)		R9-EASY/BULK SMS	EASY/BULK SMS	
R6-H9	R6-H9	CTIO Division (Staff Related)		R9-EXCHANGE LINES (PSTN/ISDN) MAINT	EXCHANGE LINES (PSTN/ISDN) M	
R6-H9	R6-H9	CTIO Division (Staff Related)		R9-FIXED NETWORK WORKS ORDERS (CA	FIXED NETWORK WORKS ORDEF	
R6-H9	R6-H9	CTIO Division (Staff Related)		R9-GENERAL SERVICES FOR OTHER SUR	GENERAL SERVICES FOR OTHER	
R6-H9	R6-H9	CTIO Division (Staff Related)		R9-GSM SWITCH	GSM SWITCH	
R6-H9	R6-H9	CTIO Division (Staff Related)		R9-GSY MOBILE DATA (GPRS & 3G)	GSY MOBILE DATA (GPRS & 3G)	
R6-H9	R6-H9	CTIO Division (Staff Related)		R9-GUERNSEY CORPORATE COSTS	GUERNSEY CORPORATE COSTS	
R6-H9	R6-H9	CTIO Division (Staff Related)		R9-INTERCONNECT / REFERENCE OFFER	INTERCONNECT / REFERENCE O	
R6-H9	R6-H9	CTIO Division (Staff Related)		R9-INTERNET BACKBONE	INTERNET BACKBONE	
R6-H9	R6-H9	CTIO Division (Staff Related)		R9-MACHINE TO MACHINE (M2M)	MACHINE TO MACHINE (M2M)	
R6-H9	R6-H9	CTIO Division (Staff Related)		R9-MOBILE BILLING/PAYMENTS	MOBILE BILLING/PAYMENTS	
R6-H9	R6-H9	CTIO Division (Staff Related)		R9-MOBILE NUMBER PORTABILITY (MNP)	MOBILE NUMBER PORTABILITY (M	
R6-H9	R6-H9	CTIO Division (Staff Related)		R9-MPLS NETWORK	MPLS NETWORK	
R6-H9	R6-H9	CTIO Division (Staff Related)		R9-MSANs	MSANs	
R6-H9	R6-H9	CTIO Division (Staff Related)		R9-REGULATORY STRATEGY	REGULATORY STRATEGY	
R6-H9	R6-H9	CTIO Division (Staff Related)		R9-RETAIL FIXED CALLS	RETAIL FIXED CALLS	
R6-H9	R6-H9	CTIO Division (Staff Related)		R9-SDH EQUIPMENT	SDH EQUIPMENT	
R6-H9	R6-H9	CTIO Division (Staff Related)		R9-SIP	SIP	
R6-H9	R6-H9	CTIO Division (Staff Related)		R9-SUBMARINE CABLES	SUBMARINE CABLES	
R6-H9	R6-H9	CTIO Division (Staff Related)		R9-SURE IOM BROADBAND	SURE IOM BROADBAND	
R6-H9	R6-H9	CTIO Division (Staff Related)		R9-SURE IOM BUSINESS SERVICES (INCL.	SURE IOM BUSINESS SERVICES (	
R6-H9	R6-H9	CTIO Division (Staff Related)		R9-SURE IOM CORPORATE COSTS	SURE IOM CORPORATE COSTS	
R6-H9	R6-H9	CTIO Division (Staff Related)		R9-SURE IOM FIXED NETWORK CALLS	SURE IOM FIXED NETWORK CALL	
R6-H9	R6-H9	CTIO Division (Staff Related)		R9-SURE IOM MOBILE SERVICES	SURE IOM MOBILE SERVICES	
R6-H9	R6-H9	CTIO Division (Staff Related)		R9-SURE JERSEY BROADBAND	SURE JERSEY BROADBAND	
R6-H9	R6-H9	CTIO Division (Staff Related)		R9-SURE JERSEY BUSINESS SERVICES (IN	SURE JERSEY BUSINESS SERVIC	
R6-H9	R6-H9	CTIO Division (Staff Related)		R9-SURE JERSEY CORPORATE COSTS	SURE JERSEY CORPORATE COS	
R6-H9	R6-H9	CTIO Division (Staff Related)		R9-SURE JERSEY MOBILE SERVICES	SURE JERSEY MOBILE SERVICES	
R6-H9	R6-H9	CTIO Division (Staff Related)		R9-WHOLESALE BROADBAND	WHOLESALE BROADBAND	

**DRIVER:** Finance Division (Staff Related)

**Methodology overview:** The driver apportions the cost of the Chief Financial Officer, as well as associated overheads, to the activities shown based on an analysis of time spent on each activity. To achieve this result Sure uses an in-house commercial costing tool, the Staff Activity Database. The database has a web based interface which allows users to input values against activities that they have carried out during the previous month. At the end of the period the total values for each activity per department are summed and percentages are calculated.

**Data Sources:** Staff Activity Database

DRIVER REF:	SOURCE REF:	SOURCE:	SPLIT VALUE:	DESTINATION REF:	DESTINATION:	TO EACH:
R6-M9	R6-M9	Finance Division (Staff Related)		R9-CWGSY BROADBAND	CWGSY BROADBAND	
R6-M9	R6-M9	Finance Division (Staff Related)		R9-EXCHANGE LINES	EXCHANGE LINES	
R6-M9	R6-M9	Finance Division (Staff Related)		R9-FIXED NETWORK BILLING / PAYMENTS	FIXED NETWORK BILLING / PAYM	
R6-M9	R6-M9	Finance Division (Staff Related)		R9-GUERNSEY CORPORATE COSTS	GUERNSEY CORPORATE COSTS	
R6-M9	R6-M9	Finance Division (Staff Related)		R9-INTERCONNECT / REFERENCE OFFER	INTERCONNECT / REFERENCE O	
R6-M9	R6-M9	Finance Division (Staff Related)		R9-INTERNET BACKBONE	INTERNET BACKBONE	
R6-M9	R6-M9	Finance Division (Staff Related)		R9-MACHINE TO MACHINE (M2M)	MACHINE TO MACHINE (M2M)	
R6-M9	R6-M9	Finance Division (Staff Related)		R9-MOBILE BILLING/PAYMENTS	MOBILE BILLING/PAYMENTS	
R6-M9	R6-M9	Finance Division (Staff Related)		R9-MOBILE MAST SHARING	MOBILE MAST SHARING	
R6-M9	R6-M9	Finance Division (Staff Related)		R9-MPLS NETWORK	MPLS NETWORK	
R6-M9	R6-M9	Finance Division (Staff Related)		R9-MSANs	MSANs	
R6-M9	R6-M9	Finance Division (Staff Related)		R9-REGULATORY STRATEGY	REGULATORY STRATEGY	
R6-M9	R6-M9	Finance Division (Staff Related)		R9-RETAIL FIXED CALLS	RETAIL FIXED CALLS	
R6-M9	R6-M9	Finance Division (Staff Related)		R9-RETAIL LOCAL LEASED LINES	RETAIL LOCAL LEASED LINES	
R6-M9	R6-M9	Finance Division (Staff Related)		R9-SUBMARINE CABLES	SUBMARINE CABLES	
R6-M9	R6-M9	Finance Division (Staff Related)		R9-SURE IOM BUSINESS SERVICES (INCL.	SURE IOM BUSINESS SERVICES (	
R6-M9	R6-M9	Finance Division (Staff Related)		R9-SURE IOM CORPORATE COSTS	SURE IOM CORPORATE COSTS	
R6-M9	R6-M9	Finance Division (Staff Related)		R9-SURE IOM FIXED NETWORK CALLS	SURE IOM FIXED NETWORK CALL	
R6-M9	R6-M9	Finance Division (Staff Related)		R9-SURE IOM MOBILE SERVICES	SURE IOM MOBILE SERVICES	
R6-M9	R6-M9	Finance Division (Staff Related)		R9-SURE JERSEY CORPORATE COSTS	SURE JERSEY CORPORATE COS	
R6-M9	R6-M9	Finance Division (Staff Related)		R9-SURE JERSEY FIXED NETWORK CALLS	SURE JERSEY FIXED NETWORK (	
R6-M9	R6-M9	Finance Division (Staff Related)		R9-SURE JERSEY MOBILE SERVICES	SURE JERSEY MOBILE SERVICES	
R6-M9	R6-M9	Finance Division (Staff Related)		R9-UNDERGROUND NETWORK	UNDERGROUND NETWORK	
R6-M9	R6-M9	Finance Division (Staff Related)		R9-WHOLESALE BROADBAND	WHOLESALE BROADBAND	
R6-M9	R6-M9	Finance Division (Staff Related)		R9-WHOLESALE LOCAL LEASED LINES	WHOLESALE LOCAL LEASED LINI	
R6-M9	R6-M9	Finance Division (Staff Related)		R9-WHOLESALE EXCHANGE LINES	WHOLESALE EXCHANGE LINES	

**DRIVER:** Sales Division (Staff Related)

**Methodology overview:** The driver apportions the cost of the Sales Director, as well as associated overheads, between the activities that are performed based on an analysis of time spent on each activity. To achieve this result Sure uses an in-house commercial costing tool, the Staff Activity Database. The database has a web based interface which allows users to input values against activities that they have carried out during the previous month. At the end of the period the total values for each activity per department are summed and percentages are calculated.

**Data Sources:** Staff Activity Database

DRIVER REF:	SOURCE REF:	SOURCE:	SPLIT VALUE:	DESTINATION REF:	DESTINATION:	TO EACH:
R6-S9	R6-S9	Sales Division (Staff Related)		R9-BLACKBERRY	BLACKBERRY	
R6-S9	R6-S9	Sales Division (Staff Related)		R9-CORPORATE MARKETING ACTIVITIES	CORPORATE MARKETING ACTIVI	
R6-S9	R6-S9	Sales Division (Staff Related)		R8-C3	CUSTOMER SUPPORT CENTRE	
R6-S9	R6-S9	Sales Division (Staff Related)		R9-DATA CENTRE HOSTED SERVICES (INC	DATA CENTRE HOSTED SERVICE	
R6-S9	R6-S9	Sales Division (Staff Related)		R9-GENERAL SERVICES FOR OTHER SURI	GENERAL SERVICES FOR OTHER	
R6-S9	R6-S9	Sales Division (Staff Related)		R9-GSY IPTV SERVICE	GSY IPTV SERVICE	
R6-S9	R6-S9	Sales Division (Staff Related)		R9-GSY MOBILE DATA (GPRS & 3G)	GSY MOBILE DATA (GPRS & 3G)	
R6-S9	R6-S9	Sales Division (Staff Related)		R9-Guernsey Corporate Costs	GUERNSEY CORPORATE COSTS	
R6-S9	R6-S9	Sales Division (Staff Related)		R9-RETAIL FIXED CALLS	RETAIL FIXED CALLS	
R6-S9	R6-S9	Sales Division (Staff Related)		R9-SDH EQUIPMENT	SDH EQUIPMENT	
R6-S9	R6-S9	Sales Division (Staff Related)		R9-SUBMARINE CABLES	SUBMARINE CABLES	
R6-S9	R6-S9	Sales Division (Staff Related)		R9-SURE IOM BUSINESS SERVICES (INCL.	SURE IOM BUSINESS SERVICES (	
R6-S9	R6-S9	Sales Division (Staff Related)		R9-SURE IOM CORPORATE COSTS	SURE IOM CORPORATE COSTS	
R6-S9	R6-S9	Sales Division (Staff Related)		R9-SURE IOM FIXED NETWORK CALLS	SURE IOM FIXED NETWORK CALL	
R6-S9	R6-S9	Sales Division (Staff Related)		R9-SURE IOM MOBILE SERVICES	SURE IOM MOBILE SERVICES	
R6-S9	R6-S9	Sales Division (Staff Related)		R9-SURE JERSEY BUSINESS SERVICES (IN	SURE JERSEY BUSINESS SERVIC	
R6-S9	R6-S9	Sales Division (Staff Related)		R9-SURE JERSEY CORPORATE COSTS	SURE JERSEY CORPORATE COS	
R6-S9	R6-S9	Sales Division (Staff Related)		R9-SURE JERSEY FIXED NETWORK CALLS	SURE JERSEY FIXED NETWORK (	
R6-S9	R6-S9	Sales Division (Staff Related)		R9-SURE JERSEY MOBILE SERVICES	SURE JERSEY MOBILE SERVICES	

**DRIVER: Legal & Regulatory (Staff Related)**

**Methodology overview:** The Legal and Regulatory team deals with all legal work, such as the provision of contracts, and ensures that the company is compliant with both its legal and regulatory obligations. The driver apportions the staff and associated overhead costs across activities that the department performs, based on an analysis of time spent on each activity. To achieve this result Sure uses an in-house commercial costing tool, the Staff Activity Database. The database has a web based interface which allows users to input values against activities that they have carried out during the previous month. At the end of the period the total values for each activity per department are summed and percentages are calculated. These results are weighted by salary bands in order to recognise that staff within the department may be on different salary bands.

**Data Sources:** Staff Activity Database

DRIVER REF:	SOURCE REF:	SOURCE:	SPLIT VALUE:	DESTINATION REF:	DESTINATION:	TO EACH:
R7-C2	R7-C2	Legal & Regulatory (Staff Related)		R9-CUSTOMER COMPLAINTS/MANAGING C	CUSTOMER COMPLAINTS/MANAC	
R7-C2	R7-C2	Legal & Regulatory (Staff Related)		R9-CUSTOMER EQUIPMENT / INTERNAL W	CUSTOMER EQUIPMENT / INTERN	
R7-C2	R7-C2	Legal & Regulatory (Staff Related)		R9-CWGSY BROADBAND	CWGSY BROADBAND	
R7-C2	R7-C2	Legal & Regulatory (Staff Related)		R9-DATA CENTRE HOSTED SERVICES (INC	DATA CENTRE HOSTED SERVICE	
R7-C2	R7-C2	Legal & Regulatory (Staff Related)		R9-DIRECTORY PRODUCTION, TYPESETTI	DIRECTORY PRODUCTION, TYPE	
R7-C2	R7-C2	Legal & Regulatory (Staff Related)		R9-EASY/BULK SMS	EASY/BULK SMS	
R7-C2	R7-C2	Legal & Regulatory (Staff Related)		R9-ETHERNET CONNECT	ETHERNET CONNECT	
R7-C2	R7-C2	Legal & Regulatory (Staff Related)		R9-EXCHANGE LINES	EXCHANGE LINES	
R7-C2	R7-C2	Legal & Regulatory (Staff Related)		R9-EXCHANGE LINES (PSTN/ISDN) MAINT	EXCHANGE LINES (PSTN/ISDN) M	
R7-C2	R7-C2	Legal & Regulatory (Staff Related)		R9-FIXED NETWORK BILLING / PAYMENTS	FIXED NETWORK BILLING / PAYM	
R7-C2	R7-C2	Legal & Regulatory (Staff Related)		R9-FIXED NUMBER PORTABILITY	FIXED NUMBER PORTABILITY	
R7-C2	R7-C2	Legal & Regulatory (Staff Related)		R9-GENERAL SERVICES FOR OTHER SUR	GENERAL SERVICES FOR OTHER	
R7-C2	R7-C2	Legal & Regulatory (Staff Related)		R9-GSM BASE STATIONS	GSM BASE STATIONS	
R7-C2	R7-C2	Legal & Regulatory (Staff Related)		R9-GSM SWITCH	GSM SWITCH	
R7-C2	R7-C2	Legal & Regulatory (Staff Related)		R9-GSY IPTV SERVICE	GSY IPTV SERVICE	
R7-C2	R7-C2	Legal & Regulatory (Staff Related)		R9-GSY MOBILE DATA (GPRS & 3G)	GSY MOBILE DATA (GPRS & 3G)	
R7-C2	R7-C2	Legal & Regulatory (Staff Related)		R9-INTERCONNECT / REFERENCE OFFER	INTERCONNECT / REFERENCE O	
R7-C2	R7-C2	Legal & Regulatory (Staff Related)		R9-INTERNET BACKBONE	INTERNET BACKBONE	
R7-C2	R7-C2	Legal & Regulatory (Staff Related)		R9-LANs - RETAIL	LANs - RETAIL	
R7-C2	R7-C2	Legal & Regulatory (Staff Related)		R9-MOBILE BILLING/PAYMENTS	MOBILE BILLING/PAYMENTS	
R7-C2	R7-C2	Legal & Regulatory (Staff Related)		R9-MOBILE MAST SHARING	MOBILE MAST SHARING	
R7-C2	R7-C2	Legal & Regulatory (Staff Related)		R9-MSANs	MSANs	
R7-C2	R7-C2	Legal & Regulatory (Staff Related)		R9-OTHER ISP SERVICES (INCL. DIAL UP, C	OTHER ISP SERVICES (INCL. DIA	
R7-C2	R7-C2	Legal & Regulatory (Staff Related)		R9-POSTPAY SERVICE	POSTPAY SERVICE	
R7-C2	R7-C2	Legal & Regulatory (Staff Related)		R9-PREPAY SERVICE	PREPAY SERVICE	
R7-C2	R7-C2	Legal & Regulatory (Staff Related)		R9-PUBLIC PAYPHONES	PUBLIC PAYPHONES	
R7-C2	R7-C2	Legal & Regulatory (Staff Related)		R9-REGULATORY ACCOUNTING	REGULATORY ACCOUNTING	
R7-C2	R7-C2	Legal & Regulatory (Staff Related)		R9-REGULATORY STRATEGY	REGULATORY STRATEGY	
R7-C2	R7-C2	Legal & Regulatory (Staff Related)		R9-RETAIL FIXED CALLS	RETAIL FIXED CALLS	
R7-C2	R7-C2	Legal & Regulatory (Staff Related)		R9-RETAIL LOCAL LEASED LINES	RETAIL LOCAL LEASED LINES	
R7-C2	R7-C2	Legal & Regulatory (Staff Related)		R9-RETAIL OUTSIDE BAILIWICK LEASED LI	RETAIL OUTSIDE BAILIWICK LEAS	
R7-C2	R7-C2	Legal & Regulatory (Staff Related)		R9-ROAMING FACILITY	ROAMING FACILITY	
R7-C2	R7-C2	Legal & Regulatory (Staff Related)		R9-SUBMARINE CABLES	SUBMARINE CABLES	
R7-C2	R7-C2	Legal & Regulatory (Staff Related)		R9-SURE IOM BROADBAND	SURE IOM BROADBAND	
R7-C2	R7-C2	Legal & Regulatory (Staff Related)		R9-SURE IOM BUSINESS SERVICES (INCL.	SURE IOM BUSINESS SERVICES (	
R7-C2	R7-C2	Legal & Regulatory (Staff Related)		R9-SURE IOM CORPORATE COSTS	SURE IOM CORPORATE COSTS	
R7-C2	R7-C2	Legal & Regulatory (Staff Related)		R9-SURE IOM FIXED NETWORK CALLS	SURE IOM FIXED NETWORK CALL	
R7-C2	R7-C2	Legal & Regulatory (Staff Related)		R9-SURE IOM MOBILE SERVICES	SURE IOM MOBILE SERVICES	
R7-C2	R7-C2	Legal & Regulatory (Staff Related)		R9-SURE JERSEY BROADBAND	SURE JERSEY BROADBAND	
R7-C2	R7-C2	Legal & Regulatory (Staff Related)		R9-SURE JERSEY BUSINESS SERVICES (IN	SURE JERSEY BUSINESS SERVIC	
R7-C2	R7-C2	Legal & Regulatory (Staff Related)		R9-SURE JERSEY CORPORATE COSTS	SURE JERSEY CORPORATE COS	
R7-C2	R7-C2	Legal & Regulatory (Staff Related)		R9-SURE JERSEY FIXED NETWORK CALLS	SURE JERSEY FIXED NETWORK (	
R7-C2	R7-C2	Legal & Regulatory (Staff Related)		R9-SURE JERSEY MOBILE SERVICES	SURE JERSEY MOBILE SERVICES	
R7-C2	R7-C2	Legal & Regulatory (Staff Related)		R9-UNDERGROUND NETWORK	UNDERGROUND NETWORK	

R7-C2  
R7-C2  
R7-C2  
R7-C2  
R7-C2

R7-C2  
R7-C2  
R7-C2  
R7-C2  
R7-C2

Legal & Regulatory (Staff Related)  
Legal & Regulatory (Staff Related)  
Legal & Regulatory (Staff Related)  
Legal & Regulatory (Staff Related)  
Legal & Regulatory (Staff Related)

R9-WHOLESAL LOCAL LEASD LINES  
R9-WHOLESAL OUTSIDE BAILIWICK LEAS  
R9-WHOLESAL BROADBAND  
R9-Guernsey CORPORATE COSTS  
R9-WHOLESAL EXCHANGE LINES

WHOLESAL LOCAL LEASD LINES  
WHOLESAL OUTSIDE BAILIWICK LEAS  
WHOLESAL BROADBAND  
GUERNSEY CORPORATE COSTS  
WHOLESAL EXCHANGE LINES



**DRIVER: Service Integrity (Staff Related)**

**Methodology overview:** The Service Integrity team is responsible for ensuring Sure delivers dependable and reliable cloud based services to clients. The driver apportions staff and associated overhead costs across activities that the department performs, based on an analysis of time spent on each activity. To achieve this result Sure uses an in-house commercial costing tool, the Staff Activity Database. The database has a web based interface which allows users to input values against activities that they have carried out during the previous month. At the end of the period the total values for each activity per department are summed and percentages are calculated. These results are weighted by salary bands in order to recognise that staff within the department may be on different salary bands.

**Data Sources:** Staff Activity Database

DRIVER REF:	SOURCE REF:	SOURCE:	SPLIT VALUE:	DESTINATION REF:	DESTINATION:	TO EACH:
R7-E8	R7-E8	Service Integrity (Staff Related)		R8-C3	CUSTOMER SUPPORT CENTRE	
R7-E8	R7-E8	Service Integrity (Staff Related)		R9-BROADBAND HOME GATEWAY / SP WO	BROADBAND HOME GATEWAY / S	
R7-E8	R7-E8	Service Integrity (Staff Related)		R9-COMVERSE PLATFORM	COMVERSE PLATFORM	
R7-E8	R7-E8	Service Integrity (Staff Related)		R9-CUSTOMER COMPLAINTS/MANAGING C	CUSTOMER COMPLAINTS/MANAG	
R7-E8	R7-E8	Service Integrity (Staff Related)		R9-CUSTOMER EQUIPMENT / INTERNAL WI	CUSTOMER EQUIPMENT / INTERN	
R7-E8	R7-E8	Service Integrity (Staff Related)		R9-CUSTOMER SYSTEMS (e.g. CIS)	CUSTOMER SYSTEMS (e.g. CIS)	
R7-E8	R7-E8	Service Integrity (Staff Related)		R9-CWGSY BROADBAND	CWGSY BROADBAND	
R7-E8	R7-E8	Service Integrity (Staff Related)		R9-DATA CENTRE HOSTED SERVICES (INC	DATA CENTRE HOSTED SERVICE	
R7-E8	R7-E8	Service Integrity (Staff Related)		R9-DATA CENTRE INFRASTRUCTURE	DATA CENTRE INFRASTRUCTURE	
R7-E8	R7-E8	Service Integrity (Staff Related)		R9-DATA CENTRE OTHER SERVICES (INCL.	DATA CENTRE OTHER SERVICES	
R7-E8	R7-E8	Service Integrity (Staff Related)		R9-ETHERNET CONNECT (ENGINEERING E	ETHERNET CONNECT (ENGINEER	
R7-E8	R7-E8	Service Integrity (Staff Related)		R9-FIXED NETWORK BILLING / PAYMENTS	FIXED NETWORK BILLING / PAYME	
R7-E8	R7-E8	Service Integrity (Staff Related)		R9-FIXED NETWORK WORKS ORDERS (CA	FIXED NETWORK WORKS ORDER	
R7-E8	R7-E8	Service Integrity (Staff Related)		R9-GENERAL SERVICES FOR OTHER SURE	GENERAL SERVICES FOR OTHER	
R7-E8	R7-E8	Service Integrity (Staff Related)		R9-GSM BASE STATIONS	GSM BASE STATIONS	
R7-E8	R7-E8	Service Integrity (Staff Related)		R9-GSM SWITCH	GSM SWITCH	
R7-E8	R7-E8	Service Integrity (Staff Related)		R9-GSY IPTV SERVICE	GSY IPTV SERVICE	
R7-E8	R7-E8	Service Integrity (Staff Related)		R9-GSY MOBILE DATA (GPRS & 3G)	GSY MOBILE DATA (GPRS & 3G)	
R7-E8	R7-E8	Service Integrity (Staff Related)		R9-INTERNET BACKBONE	INTERNET BACKBONE	
R7-E8	R7-E8	Service Integrity (Staff Related)		R9-LANs - RETAIL	LANs - RETAIL	
R7-E8	R7-E8	Service Integrity (Staff Related)		R9-MACHINE TO MACHINE (M2M)	MACHINE TO MACHINE (M2M)	
R7-E8	R7-E8	Service Integrity (Staff Related)		R9-MANAGED SERVICES	MANAGED SERVICES	
R7-E8	R7-E8	Service Integrity (Staff Related)		R9-MOBILE BILLING/PAYMENTS	MOBILE BILLING/PAYMENTS	
R7-E8	R7-E8	Service Integrity (Staff Related)		R9-MOBILE NETWORK DEBT	MOBILE NETWORK DEBT	
R7-E8	R7-E8	Service Integrity (Staff Related)		R9-MPLS NETWORK	MPLS NETWORK	
R7-E8	R7-E8	Service Integrity (Staff Related)		R9-MSANs	MSANs	
R7-E8	R7-E8	Service Integrity (Staff Related)		R9-OTHER ISP SERVICES (INCL. DIAL UP, C	OTHER ISP SERVICES (INCL. DIAL	
R7-E8	R7-E8	Service Integrity (Staff Related)		R9-POSTPAY SERVICE	POSTPAY SERVICE	
R7-E8	R7-E8	Service Integrity (Staff Related)		R9-PREPAY SERVICE	PREPAY SERVICE	
R7-E8	R7-E8	Service Integrity (Staff Related)		R9-RETAIL LOCAL LEASED LINES	RETAIL LOCAL LEASED LINES	
R7-E8	R7-E8	Service Integrity (Staff Related)		R9-RETAIL OUTSIDE BAILIWICK LEASED LI	RETAIL OUTSIDE BAILIWICK LEAS	
R7-E8	R7-E8	Service Integrity (Staff Related)		R9-SUBMARINE CABLES	SUBMARINE CABLES	
R7-E8	R7-E8	Service Integrity (Staff Related)		R9-SURE IOM BROADBAND	SURE IOM BROADBAND	
R7-E8	R7-E8	Service Integrity (Staff Related)		R9-SURE IOM BUSINESS SERVICES (INCL. I	SURE IOM BUSINESS SERVICES (I	
R7-E8	R7-E8	Service Integrity (Staff Related)		R9-SURE IOM CORPORATE COSTS	SURE IOM CORPORATE COSTS	
R7-E8	R7-E8	Service Integrity (Staff Related)		R9-SURE IOM MOBILE SERVICES	SURE IOM MOBILE SERVICES	
R7-E8	R7-E8	Service Integrity (Staff Related)		R9-SURE JERSEY BROADBAND	SURE JERSEY BROADBAND	
R7-E8	R7-E8	Service Integrity (Staff Related)		R9-SURE JERSEY BUSINESS SERVICES (IN	SURE JERSEY BUSINESS SERVICE	
R7-E8	R7-E8	Service Integrity (Staff Related)		R9-SURE JERSEY CORPORATE COSTS	SURE JERSEY CORPORATE COST	
R7-E8	R7-E8	Service Integrity (Staff Related)		R9-SURE JERSEY FIXED NETWORK CALLS	SURE JERSEY FIXED NETWORK C	
R7-E8	R7-E8	Service Integrity (Staff Related)		R9-SURE JERSEY MOBILE SERVICES	SURE JERSEY MOBILE SERVICES	
R7-E8	R7-E8	Service Integrity (Staff Related)		R9-SWITCH	SWITCH	
R7-E8	R7-E8	Service Integrity (Staff Related)		R9-SYSTEM X	SYSTEM X	
R7-E8	R7-E8	Service Integrity (Staff Related)		R9-WHOLESALE LOCAL LEASED LINES	WHOLESALE LOCAL LEASED LINE	

R7-E8  
R7-E8

R7-E8  
R7-E8

Service Integrity (Staff Related)  
Service Integrity (Staff Related)

R9-WHOLESALE OUTSIDE BAILIWICK LEAS WHOLESALE OUTSIDE BAILIWICK  
R9-WHOLESALE BROADBAND WHOLESALE BROADBAND

**DRIVER: Financial Planning & Analysis (Staff Related)**

**Methodology overview:** The Financial Planning & Analysis department is principally responsible for group reporting. The driver apportions staff and associated overhead costs across activities that the department performs, based on an analysis of time spent on each activity. To achieve this result Sure uses an in-house commercial costing tool, the Staff Activity Database. The database has a web based interface which allows users to input values against activities that they have carried out during the previous month. At the end of the period the total values for each activity per department are summed and percentages are calculated. These results are weighted by salary bands in order to recognise that staff within the department may be on different salary bands.

**Data Sources:** Staff Activity Database

DRIVER REF:	SOURCE REF:	SOURCE:	SPLIT VALUE:	DESTINATION REF:	DESTINATION:	TO EACH:
R7-F3	R7-F3	Financial Planning & Analysis (Staff		R9-DATA CENTRE OTHER SERVICES (INCL	DATA CENTRE OTHER SERVICES	
R7-F3	R7-F3	Financial Planning & Analysis (Staff		R9-RETAIL PRICING/REPORTING	RETAIL PRICING/REPORTING	
R7-F3	R7-F3	Financial Planning & Analysis (Staff		R9-Guernsey Corporate Costs	GUERNSEY CORPORATE COSTS	
R7-F3	R7-F3	Financial Planning & Analysis (Staff		R9-SURE IOM CORPORATE COSTS	SURE IOM CORPORATE COSTS	
R7-F3	R7-F3	Financial Planning & Analysis (Staff		R9-SURE JERSEY CORPORATE COSTS	SURE JERSEY CORPORATE COS	

**DRIVER: Procurement & Logistics (Staff Related)**

**Methodology overview:** The Procurement & Logistics team is primarily responsible for the ordering of equipment used by Sure, along with the management of stock. The driver apportions staff and associated overhead costs across activities that the department performs based on an analysis of time spent on each activity. To achieve this result Sure uses an in-house commercial costing tool, the Staff Activity Database. The database has a web based interface which allows users to input values against activities that they have carried out during the previous month. At the end of the period the total values for each activity per department are summed and percentages are calculated. These results are weighted by salary bands in order to recognise that staff within the department may be on different salary bands.

**Data Sources:** Staff Activity Database

DRIVER REF:	SOURCE REF:	SOURCE:	SPLIT VALUE:	DESTINATION REF:	DESTINATION:	TO EACH:
R7-F4	R7-F4	Procurement & Logistics (Staff Relat		R9-BLACKBERRY	BLACKBERRY	
R7-F4	R7-F4	Procurement & Logistics (Staff Relat		R9-DATA CENTRE HOSTED SERVICES (INC	DATA CENTRE HOSTED SERVICE	
R7-F4	R7-F4	Procurement & Logistics (Staff Relat		R9-GSM SWITCH	GSM SWITCH	
R7-F4	R7-F4	Procurement & Logistics (Staff Relat		R9-STORES ACTIVITIES (GUERNSEY)	STORES ACTIVITIES (GUERNSEY	
R7-F4	R7-F4	Procurement & Logistics (Staff Relat		R9-SURE IOM CORPORATE COSTS	SURE IOM CORPORATE COSTS	
R7-F4	R7-F4	Procurement & Logistics (Staff Relat		R9-SURE JERSEY CORPORATE COSTS	SURE JERSEY CORPORATE COS	
R7-F4	R7-F4	Procurement & Logistics (Staff Relat		R9-Guernsey CORPORATE COSTS	GUERNSEY CORPORATE COSTS	

**DRIVER:** Service Assurance - Field (Staff Related)

**Methodology overview:** The Service Assurance - Field team is responsible for carrying out expansion & maintenance to the underground and overhead networks. The driver apportions staff and associated overhead costs across activities that the department performs, based on an analysis of time spent on each activity. To achieve this result Sure uses an in-house commercial costing tool, the Staff Activity Database. The database has a web based interface which allows users to input values against activities that they have carried out during the previous month. At the end of the period the total values for each activity per department are summed and percentages are calculated. These results are weighted by salary bands in order to recognise that staff within the department may be on different salary bands.

**Data Sources:** Staff Activity Database

DRIVER REF:	SOURCE REF:	SOURCE:	SPLIT VALUE:	DESTINATION REF:	DESTINATION:	TO EACH:
R8-E3	R8-E3	Service Assurance - Field (Staff Relat		R9-OVERHEAD NETWORK	OVERHEAD NETWORK	
R8-E3	R8-E3	Service Assurance - Field (Staff Relat		R9-SURE JERSEY BUSINESS SERVICES (IN SURE JERSEY BUSINESS SERVICI	SURE JERSEY BUSINESS SERVICES	
R8-E3	R8-E3	Service Assurance - Field (Staff Relat		R9-UNDERGROUND NETWORK	UNDERGROUND NETWORK	

**DRIVER: Service Design - Mobile (Staff Related)**

**Methodology overview:** The Mobile Service Design team is responsible for the operation and maintenance of Sure's mobile network. The driver apportions staff and associated overhead costs across activities that the department performs, based on an analysis of time spent on each activity. To achieve this result Sure uses an in-house commercial costing tool, the Staff Activity Database. The database has a web based interface which allows users to input values against activities that they have carried out during the previous month. At the end of the period the total values for each activity per department are summed and percentages are calculated. These results are weighted by salary bands in order to recognise that staff within the department may be on different salary bands.

**Data Sources:** Staff Activity Database

DRIVER REF:	SOURCE REF:	SOURCE:	SPLIT VALUE:	DESTINATION REF:	DESTINATION:	TO EACH:
R8-E4	R8-E4	Service Design - Mobile (Staff Relate		R9-COMVERSE PLATFORM	COMVERSE PLATFORM	
R8-E4	R8-E4	Service Design - Mobile (Staff Relate		R9-CUSTOMER EQUIPMENT / INTERNAL WI	CUSTOMER EQUIPMENT / INTERN	
R8-E4	R8-E4	Service Design - Mobile (Staff Relate		R9-EASY/BULK SMS	EASY/BULK SMS	
R8-E4	R8-E4	Service Design - Mobile (Staff Relate		R9-GSM BASE STATIONS	GSM BASE STATIONS	
R8-E4	R8-E4	Service Design - Mobile (Staff Relate		R9-GSM SWITCH	GSM SWITCH	
R8-E4	R8-E4	Service Design - Mobile (Staff Relate		R9-GSY MOBILE DATA (GPRS & 3G)	GSY MOBILE DATA (GPRS & 3G)	
R8-E4	R8-E4	Service Design - Mobile (Staff Relate		R9-MOBILE NUMBER PORTABILITY (MNP)	MOBILE NUMBER PORTABILITY (M	
R8-E4	R8-E4	Service Design - Mobile (Staff Relate		R9-ROAMING FACILITY	ROAMING FACILITY	
R8-E4	R8-E4	Service Design - Mobile (Staff Relate		R9-SMS (TEXT MESSAGES)	SMS (TEXT MESSAGES)	
R8-E4	R8-E4	Service Design - Mobile (Staff Relate		R9-SURE IOM MOBILE SERVICES	SURE IOM MOBILE SERVICES	
R8-E4	R8-E4	Service Design - Mobile (Staff Relate		R9-SURE JERSEY MOBILE SERVICES	SURE JERSEY MOBILE SERVICES	
R8-E4	R8-E4	Service Design - Mobile (Staff Relate		R9-VOICEMAIL	VOICEMAIL	

**DRIVER: Financial Control (Staff Related)**

**Methodology overview:** The Financial Control team are primarily responsible for purchase ledger activities as well as fixed & mobile bill payment collection and associated credit control activities. The driver apportions staff and associated overhead costs across the activities performed by the department, based on an analysis of the time spent on each activity. To achieve this result Sure uses an in-house commercial costing tool, the Staff Activity Database. The database has a web based interface which allows users to input values against activities that they have carried out during the previous month. At the end of the period the total values for each activity per department are summed and percentages are calculated. These results are weighted by salary bands in order to recognise that staff within the department may be on different salary bands.

**Data Sources:** Staff Activity Database

DRIVER REF:	SOURCE REF:	SOURCE:	SPLIT VALUE:	DESTINATION REF:	DESTINATION:	TO EACH:
R8-F2	R8-F2	Financial Control (Staff Related)		R9-FIXED NETWORK BILLING / PAYMENTS	FIXED NETWORK BILLING / PAYME	
R8-F2	R8-F2	Financial Control (Staff Related)		R9-FIXED NETWORK DEBT	FIXED NETWORK DEBT	
R8-F2	R8-F2	Financial Control (Staff Related)		R9-FIXED NETWORK WORKS ORDERS (CA	FIXED NETWORK WORKS ORDER	
R8-F2	R8-F2	Financial Control (Staff Related)		R9-GENERAL SERVICES FOR OTHER SURE	GENERAL SERVICES FOR OTHER	
R8-F2	R8-F2	Financial Control (Staff Related)		R9-MOBILE BILLING/PAYMENTS	MOBILE BILLING/PAYMENTS	
R8-F2	R8-F2	Financial Control (Staff Related)		R9-MOBILE NETWORK DEBT	MOBILE NETWORK DEBT	
R8-F2	R8-F2	Financial Control (Staff Related)		R9-REGULATORY ACCOUNTING	REGULATORY ACCOUNTING	
R8-F2	R8-F2	Financial Control (Staff Related)		R9-ROAMING FACILITY	ROAMING FACILITY	
R8-F2	R8-F2	Financial Control (Staff Related)		R9-GUERNSEY CORPORATE COSTS	GUERNSEY CORPORATE COSTS	
R8-F2	R8-F2	Financial Control (Staff Related)		R9-SURE IOM CORPORATE COSTS	SURE IOM CORPORATE COSTS	
R8-F2	R8-F2	Financial Control (Staff Related)		R9-SURE IOM FIXED NETWORK CALLS	SURE IOM FIXED NETWORK CALL	
R8-F2	R8-F2	Financial Control (Staff Related)		R9-SURE IOM MOBILE SERVICES	SURE IOM MOBILE SERVICES	
R8-F2	R8-F2	Financial Control (Staff Related)		R9-SURE JERSEY CORPORATE COSTS	SURE JERSEY CORPORATE COST	
R8-F2	R8-F2	Financial Control (Staff Related)		R9-SURE JERSEY FIXED NETWORK CALLS	SURE JERSEY FIXED NETWORK C	
R8-F2	R8-F2	Financial Control (Staff Related)		R9-SURE JERSEY MOBILE SERVICES	SURE JERSEY MOBILE SERVICES	

**DRIVER: Business Performance & Assurance (Staff Related)**

**Methodology overview:** The Business Performance & Assurance team are responsible for revenue assurance and fraud mitigation. The driver apportions staff and associated overhead costs across the activities performed by the department, based on an analysis of the time spent on each activity. To achieve this result Sure uses an in-house commercial costing tool, the Staff Activity Database. The database has a web based interface which allows users to input values against activities that they have carried out during the previous month. At the end of the period the total values for each activity per department are summed and percentages are calculated. These results are weighted by salary bands in order to recognise that staff within the department may be on different salary bands.

**Data Sources:** Staff Activity Database

DRIVER REF:	SOURCE REF:	SOURCE:	SPLIT VALUE:	DESTINATION REF:	DESTINATION:	TO EACH:
R8-F5	R8-F5	Business Performance & Assurance (		R9-CUSTOMER SYSTEMS (e.g. CIS)	CUSTOMER SYSTEMS (e.g. CIS)	
R8-F5	R8-F5	Business Performance & Assurance (		R9-DATA CENTRE HOSTED SERVICES (INC DATA CENTRE HOSTED SERVICE)		
R8-F5	R8-F5	Business Performance & Assurance (		R9-FIXED NETWORK BILLING / PAYMENTS	FIXED NETWORK BILLING / PAYME	
R8-F5	R8-F5	Business Performance & Assurance (		R9-GSM SWITCH	VOIP (OFFSHORE SERVICES)	
R8-F5	R8-F5	Business Performance & Assurance (		R9-INTERCONNECT / REFERENCE OFFER / INTERCONNECT / REFERENCE OF		
R8-F5	R8-F5	Business Performance & Assurance (		R9-POSTPAY SERVICE	POSTPAY SERVICE	
R8-F5	R8-F5	Business Performance & Assurance (		R9-PREPAY SERVICE	PREPAY SERVICE	
R8-F5	R8-F5	Business Performance & Assurance (		R9-REGULATORY ACCOUNTING	REGULATORY ACCOUNTING	
R8-F5	R8-F5	Business Performance & Assurance (		R9-RETAIL OUTSIDE BAILIWICK LEASED LI	RETAIL OUTSIDE BAILIWICK LEAS	
R8-F5	R8-F5	Business Performance & Assurance (		R9-RETAIL PRICING/REPORTING	RETAIL PRICING/REPORTING	
R8-F5	R8-F5	Business Performance & Assurance (		R9-SIP	SIP	
R8-F5	R8-F5	Business Performance & Assurance (		R9-SMS (TEXT MESSAGES)	SMS (TEXT MESSAGES)	
R8-F5	R8-F5	Business Performance & Assurance (		R9-GUERNSEY CORPORATE COSTS	GUERNSEY CORPORATE COSTS	
R8-F5	R8-F5	Business Performance & Assurance (		R9-SURE IOM BUSINESS SERVICES (INCL. I	SURE IOM BUSINESS SERVICES (I	
R8-F5	R8-F5	Business Performance & Assurance (		R9-SURE IOM CORPORATE COSTS	SURE IOM CORPORATE COSTS	
R8-F5	R8-F5	Business Performance & Assurance (		R9-SURE IOM MOBILE SERVICES	SURE IOM MOBILE SERVICES	
R8-F5	R8-F5	Business Performance & Assurance (		R9-SURE JERSEY BUSINESS SERVICES (IN	SURE JERSEY BUSINESS SERVI	
R8-F5	R8-F5	Business Performance & Assurance (		R9-SURE JERSEY CORPORATE COSTS	SURE JERSEY CORPORATE COST	
R8-F5	R8-F5	Business Performance & Assurance (		R9-SURE JERSEY FIXED NETWORK CALLS	SURE JERSEY FIXED NETWORK C	
R8-F5	R8-F5	Business Performance & Assurance (		R9-SURE JERSEY MOBILE SERVICES	SURE JERSEY MOBILE SERVICES	
R8-F5	R8-F5	Business Performance & Assurance (		R9-WHOLESALE OUTSIDE BAILIWICK LEAS	WHOLESALE OUTSIDE BAILIWICK	



**DRIVER: Product Management (Staff Related)**

**Methodology overview:** The Product Management team are responsible for the introduction and management of Sure's fixed and mobile products and services. The driver apportions staff and associated overhead costs across the activities that the department performs, based on an analysis of time spent on each activity. To achieve this result Sure uses an in-house commercial costing tool, the Staff Activity Database. The database has a web based interface which allows users to input values against activities that they have carried out during the previous month. At the end of the period the total values for each activity per department are summed and percentages are calculated. These results are weighted by salary bands in order to recognise that staff within the department may be on different salary bands.

**Data Sources:** Staff Activity Database

DRIVER REF:	SOURCE REF:	SOURCE:	SPLIT VALUE:	DESTINATION REF:	DESTINATION:	TO EACH:
R8-M1	R8-M1	Product Management (Staff Related)		R9-BLACKBERRY	BLACKBERRY	
R8-M1	R8-M1	Product Management (Staff Related)		R9-COMVERSE PLATFORM	COMVERSE PLATFORM	
R8-M1	R8-M1	Product Management (Staff Related)		R9-CONFERENCE CALLS	CONFERENCE CALLS	
R8-M1	R8-M1	Product Management (Staff Related)		R9-CUSTOMER COMPLAINTS/MANAGING C	CUSTOMER COMPLAINTS/MANAG	
R8-M1	R8-M1	Product Management (Staff Related)		R9-CUSTOMER EQUIPMENT / INTERNAL WI	CUSTOMER EQUIPMENT / INTERN	
R8-M1	R8-M1	Product Management (Staff Related)		R9-CWGSY BROADBAND	CWGSY BROADBAND	
R8-M1	R8-M1	Product Management (Staff Related)		R9-DATA CENTRE HOSTED SERVICES (INC	DATA CENTRE HOSTED SERVICE	
R8-M1	R8-M1	Product Management (Staff Related)		R9-DATA CENTRE OTHER SERVICES (INCL.	DATA CENTRE OTHER SERVICES	
R8-M1	R8-M1	Product Management (Staff Related)		R9-ETHERNET CONNECT	ETHERNET CONNECT	
R8-M1	R8-M1	Product Management (Staff Related)		R9-EXCHANGE LINES	EXCHANGE LINES	
R8-M1	R8-M1	Product Management (Staff Related)		R9-GENERAL SERVICES FOR OTHER SURE	GENERAL SERVICES FOR OTHER	
R8-M1	R8-M1	Product Management (Staff Related)		R9-GSY IPTV SERVICE	GSY IPTV SERVICE	
R8-M1	R8-M1	Product Management (Staff Related)		R9-GSY MOBILE DATA (GPRS & 3G)	GSY MOBILE DATA (GPRS & 3G)	
R8-M1	R8-M1	Product Management (Staff Related)		R9-LANs - RETAIL	LANs - RETAIL	
R8-M1	R8-M1	Product Management (Staff Related)		R9-LANs - WHOLESALE	LANs - WHOLESALE	
R8-M1	R8-M1	Product Management (Staff Related)		R9-MACHINE TO MACHINE (M2M)	MACHINE TO MACHINE (M2M)	
R8-M1	R8-M1	Product Management (Staff Related)		R9-MANAGED SERVICES	MANAGED SERVICES	
R8-M1	R8-M1	Product Management (Staff Related)		R9-MOBILE HANDSETS/ACCESSORIES	MOBILE HANDSETS/ACCESSORIE	
R8-M1	R8-M1	Product Management (Staff Related)		R9-MOBILE NUMBER PORTABILITY (MNP)	MOBILE NUMBER PORTABILITY (M	
R8-M1	R8-M1	Product Management (Staff Related)		R9-OTHER ISP SERVICES (INCL. DIAL UP,	C OTHER ISP SERVICES (INCL. DIAL	
R8-M1	R8-M1	Product Management (Staff Related)		R9-POSTPAY OFF-NET CALLS	POSTPAY OFF-NET CALLS	
R8-M1	R8-M1	Product Management (Staff Related)		R9-POSTPAY ON-NET CALLS	POSTPAY ON-NET CALLS	
R8-M1	R8-M1	Product Management (Staff Related)		R9-POSTPAY SERVICE	POSTPAY SERVICE	
R8-M1	R8-M1	Product Management (Staff Related)		R9-PREPAY OFF-NET CALLS	PREPAY OFF-NET CALLS	
R8-M1	R8-M1	Product Management (Staff Related)		R9-PREPAY ON-NET CALLS	PREPAY ON-NET CALLS	
R8-M1	R8-M1	Product Management (Staff Related)		R9-PREPAY SERVICE	PREPAY SERVICE	
R8-M1	R8-M1	Product Management (Staff Related)		R9-PREPAY SIMS	PREPAY SIMS	
R8-M1	R8-M1	Product Management (Staff Related)		R9-PRICE CONTROL ANALYSIS	PRICE CONTROL ANALYSIS	
R8-M1	R8-M1	Product Management (Staff Related)		R9-RETAIL FIXED CALLS	RETAIL FIXED CALLS	
R8-M1	R8-M1	Product Management (Staff Related)		R9-RETAIL LOCAL LEASED LINES	RETAIL LOCAL LEASED LINES	
R8-M1	R8-M1	Product Management (Staff Related)		R9-RETAIL OUTSIDE BAILIWICK LEASED LI	RETAIL OUTSIDE BAILIWICK LEAS	
R8-M1	R8-M1	Product Management (Staff Related)		R9-RETAIL PRICING/REPORTING	RETAIL PRICING/REPORTING	
R8-M1	R8-M1	Product Management (Staff Related)		R9-ROAMING FACILITY	ROAMING FACILITY	
R8-M1	R8-M1	Product Management (Staff Related)		R9-SMS (TEXT MESSAGES)	SMS (TEXT MESSAGES)	
R8-M1	R8-M1	Product Management (Staff Related)		R9-SURE IOM BROADBAND	SURE IOM BROADBAND	
R8-M1	R8-M1	Product Management (Staff Related)		R9-SURE IOM BUSINESS SERVICES (INCL. I	SURE IOM BUSINESS SERVICES (I	
R8-M1	R8-M1	Product Management (Staff Related)		R9-SURE IOM CORPORATE COSTS	SURE IOM CORPORATE COSTS	
R8-M1	R8-M1	Product Management (Staff Related)		R9-SURE IOM FIXED NETWORK CALLS	SURE IOM FIXED NETWORK CALL	
R8-M1	R8-M1	Product Management (Staff Related)		R9-SURE IOM MOBILE SERVICES	SURE IOM MOBILE SERVICES	
R8-M1	R8-M1	Product Management (Staff Related)		R9-SURE JERSEY BROADBAND	SURE JERSEY BROADBAND	
R8-M1	R8-M1	Product Management (Staff Related)		R9-SURE JERSEY BUSINESS SERVICES (IN	SURE JERSEY BUSINESS SERVICE	
R8-M1	R8-M1	Product Management (Staff Related)		R9-SURE JERSEY CORPORATE COSTS	SURE JERSEY CORPORATE COST	
R8-M1	R8-M1	Product Management (Staff Related)		R9-SURE JERSEY FIXED NETWORK CALLS	SURE JERSEY FIXED NETWORK C	
R8-M1	R8-M1	Product Management (Staff Related)		R9-SURE JERSEY MOBILE SERVICES	SURE JERSEY MOBILE SERVICES	

R8-M1	R8-M1	Product Management (Staff Related)
R8-M1	R8-M1	Product Management (Staff Related)
R8-M1	R8-M1	Product Management (Staff Related)
R8-M1	R8-M1	Product Management (Staff Related)
R8-M1	R8-M1	Product Management (Staff Related)

R9-VOICEMAIL	VOICEMAIL
R9-WHOLESALE LOCAL LEASED LINES	WHOLESALE LOCAL LEASED LINE
R9-WHOLESALE OUTSIDE BAILIWICK LEAS	WHOLESALE OUTSIDE BAILIWICK
R9-WHOLESALE BROADBAND	WHOLESALE BROADBAND
R9-WHOLESALE EXCHANGE LINES	WHOLESALE EXCHANGE LINES

**DRIVER:** Marketing (Staff Related)

**Methodology overview:** The Marketing team is responsible for promoting the Sure brand, as well as promoting new and existing products. The driver apportions staff and associated overhead costs across the activities that the department performs, based on analysis of time spent on each activity. To achieve this result Sure uses an in-house commercial costing tool, the Staff Activity Database. The database has a web based interface which allows users to input values against activities that they have carried out during the previous month. At the end of the period the total values for each activity per department are summed and percentages are calculated. These results are weighted by salary bands in order to recognise that staff within the department will be on different salary bands.

**Data Sources:** Staff Activity Database

DRIVER REF:	SOURCE REF:	SOURCE:	SPLIT VALUE:	DESTINATION REF:	DESTINATION:	TO EACH:
R8-M4	R8-M4	Marketing (Staff Related)		R9-BLACKBERRY	BLACKBERRY	
R8-M4	R8-M4	Marketing (Staff Related)		R9-CORPORATE MARKETING ACTIVITIES	CORPORATE MARKETING ACTIVITIES	
R8-M4	R8-M4	Marketing (Staff Related)		R9-CWGSY BROADBAND	CWGSY BROADBAND	
R8-M4	R8-M4	Marketing (Staff Related)		R9-DIRECTORY PRODUCTION, TYPESETTING	DIRECTORY PRODUCTION, TYPESETTING	
R8-M4	R8-M4	Marketing (Staff Related)		R9-GSY IPTV SERVICE	GSY IPTV SERVICE	
R8-M4	R8-M4	Marketing (Staff Related)		R9-MOBILE HANDSETS/ACCESSORIES	MOBILE HANDSETS/ACCESSORIES	
R8-M4	R8-M4	Marketing (Staff Related)		R9-POSTPAY SERVICE	POSTPAY SERVICE	
R8-M4	R8-M4	Marketing (Staff Related)		R9-PREPAY SERVICE	PREPAY SERVICE	
R8-M4	R8-M4	Marketing (Staff Related)		R9-REGULATORY STRATEGY	REGULATORY STRATEGY	
R8-M4	R8-M4	Marketing (Staff Related)		R9-SURE IOM BROADBAND	SURE IOM BROADBAND	
R8-M4	R8-M4	Marketing (Staff Related)		R9-SURE IOM CORPORATE COSTS	SURE IOM CORPORATE COSTS	
R8-M4	R8-M4	Marketing (Staff Related)		R9-SURE IOM MOBILE SERVICES	SURE IOM MOBILE SERVICES	
R8-M4	R8-M4	Marketing (Staff Related)		R9-SURE JERSEY BROADBAND	SURE JERSEY BROADBAND	
R8-M4	R8-M4	Marketing (Staff Related)		R9-SURE JERSEY CORPORATE COSTS	SURE JERSEY CORPORATE COSTS	
R8-M4	R8-M4	Marketing (Staff Related)		R9-SURE JERSEY MOBILE SERVICES	SURE JERSEY MOBILE SERVICES	
R8-M4	R8-M4	Marketing (Staff Related)		R9-WHOLESALE BROADBAND	WHOLESALE BROADBAND	

**DRIVER: Carrier Services (Staff Related)**

**Methodology overview:** The Carrier Services team has overall responsibility for Interconnect & Wholesale Partner relationships as well as development of new products and services in this arena. The driver apportions staff and associated overhead costs across the activities that the department performs, based on an analysis of time spent on each activity. To achieve this result Sure uses an in-house commercial costing tool, the Staff Activity Database. The database has a web based interface which allows users to input values against activities that they have carried out during the previous month. At the end of the period the total values for each activity per department are summed and percentages are calculated. These results are weighted by salary bands in order to recognise that staff within the department will be on different salary bands.

**Data Sources:** Staff Activity Database

DRIVER REF:	SOURCE REF:	SOURCE:	SPLIT VALUE:	DESTINATION REF:	DESTINATION:	TO EACH:
R8-F7	R8-F7	Carrier Services (Staff Related)		R9-BROADBAND HOME GATEWAY / SP WO	BROADBAND HOME GATEWAY / S	
R8-F7	R8-F7	Carrier Services (Staff Related)		R9-DATA CENTRE HOSTED SERVICES (INC	DATA CENTRE HOSTED SERVICE	
R8-F7	R8-F7	Carrier Services (Staff Related)		R9-EASY/BULK SMS	EASY/BULK SMS	
R8-F7	R8-F7	Carrier Services (Staff Related)		R9-EXCHANGE LINES	EXCHANGE LINES	
R8-F7	R8-F7	Carrier Services (Staff Related)		R9-GENERAL SERVICES FOR OTHER SURE	GENERAL SERVICES FOR OTHER	
R8-F7	R8-F7	Carrier Services (Staff Related)		R9-GSM SWITCH	VOIP (OFFSHORE SERVICES)	
R8-F7	R8-F7	Carrier Services (Staff Related)		R9-INTERCONNECT / REFERENCE OFFER /	INTERCONNECT / REFERENCE OF	
R8-F7	R8-F7	Carrier Services (Staff Related)		R9-LANs - RETAIL	LANs - RETAIL	
R8-F7	R8-F7	Carrier Services (Staff Related)		R9-LANs - WHOLESALE	LANs - WHOLESALE	
R8-F7	R8-F7	Carrier Services (Staff Related)		R9-MPLS NETWORK	MPLS NETWORK	
R8-F7	R8-F7	Carrier Services (Staff Related)		R9-PRICE CONTROL ANALYSIS	PRICE CONTROL ANALYSIS	
R8-F7	R8-F7	Carrier Services (Staff Related)		R9-ROAMING FACILITY	ROAMING FACILITY	
R8-F7	R8-F7	Carrier Services (Staff Related)		R9-SIP	SIP	
R8-F7	R8-F7	Carrier Services (Staff Related)		R9-SUBMARINE CABLES	SUBMARINE CABLES	
R8-F7	R8-F7	Carrier Services (Staff Related)		R9-SURE IOM BROADBAND	SURE IOM BROADBAND	
R8-F7	R8-F7	Carrier Services (Staff Related)		R9-SURE IOM BUSINESS SERVICES (INCL. I	SURE IOM BUSINESS SERVICES (I	
R8-F7	R8-F7	Carrier Services (Staff Related)		R9-SURE IOM CORPORATE COSTS	SURE IOM CORPORATE COSTS	
R8-F7	R8-F7	Carrier Services (Staff Related)		R9-SURE IOM FIXED NETWORK CALLS	SURE IOM FIXED NETWORK CALL	
R8-F7	R8-F7	Carrier Services (Staff Related)		R9-SURE IOM MOBILE SERVICES	SURE IOM MOBILE SERVICES	
R8-F7	R8-F7	Carrier Services (Staff Related)		R9-SURE JERSEY BROADBAND	SURE JERSEY BROADBAND	
R8-F7	R8-F7	Carrier Services (Staff Related)		R9-SURE JERSEY BUSINESS SERVICES (IN	SURE JERSEY BUSINESS SERVICE	
R8-F7	R8-F7	Carrier Services (Staff Related)		R9-SURE JERSEY CORPORATE COSTS	SURE JERSEY CORPORATE COST	
R8-F7	R8-F7	Carrier Services (Staff Related)		R9-SURE JERSEY FIXED NETWORK CALLS	SURE JERSEY FIXED NETWORK C	
R8-F7	R8-F7	Carrier Services (Staff Related)		R9-SURE JERSEY MOBILE SERVICES	SURE JERSEY MOBILE SERVICES	
R8-F7	R8-F7	Carrier Services (Staff Related)		R9-WHOLESALE LOCAL LEASED LINES	WHOLESALE LOCAL LEASED LINE	
R8-F7	R8-F7	Carrier Services (Staff Related)		R9-WHOLESALE OUTSIDE BAILIWICK LEAS	WHOLESALE OUTSIDE BAILIWICK	
R8-F7	R8-F7	Carrier Services (Staff Related)		R9-WHOLESALE BROADBAND	WHOLESALE BROADBAND	
R8-F7	R8-F7	Carrier Services (Staff Related)		R9-WHOLESALE EXCHANGE LINES	WHOLESALE EXCHANGE LINES	

**DRIVER: Global Ops (Staff Related)**

**Methodology overview:** The Global Ops team is responsible for stimulating off island revenue growth. The driver apportions staff and associated overhead costs across the activities that the department performs, based on an analysis of time spent on each activity. To achieve this result Sure uses an in-house commercial costing tool, the Staff Activity Database. The database has a web based interface which allows users to input values against activities that they have carried out during the previous month. At the end of the period the total values for each activity per department are summed and percentages are calculated. These results are weighted by salary bands in order to recognise that staff within the department may be on different salary bands.

**Data Sources:** Staff Activity Database

DRIVER REF:	SOURCE REF:	SOURCE:	SPLIT VALUE:	DESTINATION REF:	DESTINATION:	TO EACH:
R8-M7	R8-M7	Global Ops (Staff Related)		R9-DATA CENTRE OTHER SERVICES (INCL.	DATA CENTRE OTHER SERVICES	
R8-M7	R8-M7	Global Ops (Staff Related)		R9-EASY/BULK SMS	EASY/BULK SMS	
R8-M7	R8-M7	Global Ops (Staff Related)		R9-GENERAL SERVICES FOR OTHER SURE	GENERAL SERVICES FOR OTHER	
R8-M7	R8-M7	Global Ops (Staff Related)		R9-GSM SWITCH	VOIP (OFFSHORE SERVICES)	
R8-M7	R8-M7	Global Ops (Staff Related)		R9-GSY MOBILE DATA (GPRS & 3G)	GSY MOBILE DATA (GPRS & 3G)	
R8-M7	R8-M7	Global Ops (Staff Related)		R9-PREPAY SIMS	PREPAY SIMS	
R8-M7	R8-M7	Global Ops (Staff Related)		R9-ROAMING FACILITY	ROAMING FACILITY	
R8-M7	R8-M7	Global Ops (Staff Related)		R9-SMS (TEXT MESSAGES)	SMS (TEXT MESSAGES)	
R8-M7	R8-M7	Global Ops (Staff Related)		R9-SURE IOM CORPORATE COSTS	SURE IOM CORPORATE COSTS	
R8-M7	R8-M7	Global Ops (Staff Related)		R9-SURE IOM MOBILE SERVICES	SURE IOM MOBILE SERVICES	
R8-M7	R8-M7	Global Ops (Staff Related)		R9-SURE JERSEY MOBILE SERVICES	SURE JERSEY MOBILE SERVICES	

**DRIVER: Enterprise Sales (Staff Related)**

**Methodology overview:** The Enterprise Sales team is responsible for maintaining relationships with Sure's business clients, as well as the promotion and sales of Sure's products and services. The apportionment of staff and associated overhead costs is based on time spent by staff on the activities listed below. To achieve this result Sure uses an in-house commercial costing tool, the Staff Activity Database. The database has a web based interface which allows users to input values against activities that they have carried out during the previous month. At the end of the period the total values for each activity per department are summed and percentages are calculated. These results are weighted by salary bands in order to recognise that staff within the department will be on different salary bands.

**Data Sources:** Staff Activity Database

DRIVER REF:	SOURCE REF:	SOURCE:	SPLIT VALUE:	DESTINATION REF:	DESTINATION:	TO EACH:
R8-S1	R8-S1	Enterprise Sales (Staff Related)		R9-BLACKBERRY	BLACKBERRY	
R8-S1	R8-S1	Enterprise Sales (Staff Related)		R9-CONFERENCE CALLS	CONFERENCE CALLS	
R8-S1	R8-S1	Enterprise Sales (Staff Related)		R9-CUSTOMER EQUIPMENT / INTERNAL WI	CUSTOMER EQUIPMENT / INTERN	
R8-S1	R8-S1	Enterprise Sales (Staff Related)		R9-CWGSY BROADBAND	CWGSY BROADBAND	
R8-S1	R8-S1	Enterprise Sales (Staff Related)		R9-DATA CENTRE HOSTED SERVICES (INC DATA CENTRE HOSTED SERVICE)	DATA CENTRE HOSTED SERVICES (INC DATA CENTRE HOSTED SERVICE)	
R8-S1	R8-S1	Enterprise Sales (Staff Related)		R9-DATA CENTRE OTHER SERVICES (INCL. DATA CENTRE OTHER SERVICES	DATA CENTRE OTHER SERVICES (INCL. DATA CENTRE OTHER SERVICES	
R8-S1	R8-S1	Enterprise Sales (Staff Related)		R9-DIRECTORY WHITE PAGE TEXT	DIRECTORY WHITE PAGE TEXT	
R8-S1	R8-S1	Enterprise Sales (Staff Related)		R9-EASY/BULK SMS	EASY/BULK SMS	
R8-S1	R8-S1	Enterprise Sales (Staff Related)		R9-ETHERNET CONNECT	ETHERNET CONNECT	
R8-S1	R8-S1	Enterprise Sales (Staff Related)		R9-EXCHANGE LINES	EXCHANGE LINES	
R8-S1	R8-S1	Enterprise Sales (Staff Related)		R9-EXCHANGE LINES (PSTN/ISDN) MAINTENANCE	EXCHANGE LINES (PSTN/ISDN) MAINTENANCE	
R8-S1	R8-S1	Enterprise Sales (Staff Related)		R9-GSY MOBILE DATA (GPRS & 3G)	GSY MOBILE DATA (GPRS & 3G)	
R8-S1	R8-S1	Enterprise Sales (Staff Related)		R9-LANs - RETAIL	LANs - RETAIL	
R8-S1	R8-S1	Enterprise Sales (Staff Related)		R9-LANs - WHOLESale	LANs - WHOLESale	
R8-S1	R8-S1	Enterprise Sales (Staff Related)		R9-MANAGED SERVICES	MANAGED SERVICES	
R8-S1	R8-S1	Enterprise Sales (Staff Related)		R9-MOBILE HANDSETS/ACCESSORIES	MOBILE HANDSETS/ACCESSORIES	
R8-S1	R8-S1	Enterprise Sales (Staff Related)		R9-MOBILE NUMBER PORTABILITY (MNP)	MOBILE NUMBER PORTABILITY (MNP)	
R8-S1	R8-S1	Enterprise Sales (Staff Related)		R9-OTHER ISP SERVICES (INCL. DIAL UP, C	OTHER ISP SERVICES (INCL. DIAL UP, C	
R8-S1	R8-S1	Enterprise Sales (Staff Related)		R9-POSTPAY SERVICE	POSTPAY SERVICE	
R8-S1	R8-S1	Enterprise Sales (Staff Related)		R9-PREPAY SERVICE	PREPAY SERVICE	
R8-S1	R8-S1	Enterprise Sales (Staff Related)		R9-REGULATORY STRATEGY	REGULATORY STRATEGY	
R8-S1	R8-S1	Enterprise Sales (Staff Related)		R9-RETAIL FIXED CALLS	RETAIL FIXED CALLS	
R8-S1	R8-S1	Enterprise Sales (Staff Related)		R9-RETAIL LOCAL LEASED LINES	RETAIL LOCAL LEASED LINES	
R8-S1	R8-S1	Enterprise Sales (Staff Related)		R9-RETAIL OUTSIDE BAILIWICK LEASED LINES	RETAIL OUTSIDE BAILIWICK LEASED LINES	
R8-S1	R8-S1	Enterprise Sales (Staff Related)		R9-SURE IOM BUSINESS SERVICES (INCL. IOM BUSINESS SERVICES (IOM BUSINESS SERVICES	SURE IOM BUSINESS SERVICES (INCL. IOM BUSINESS SERVICES (IOM BUSINESS SERVICES	
R8-S1	R8-S1	Enterprise Sales (Staff Related)		R9-SURE IOM MOBILE SERVICES	SURE IOM MOBILE SERVICES	
R8-S1	R8-S1	Enterprise Sales (Staff Related)		R9-SURE JERSEY BROADBAND	SURE JERSEY BROADBAND	
R8-S1	R8-S1	Enterprise Sales (Staff Related)		R9-SURE JERSEY BUSINESS SERVICES (INCL. JERSEY BUSINESS SERVICES (INCL. JERSEY BUSINESS SERVICES	SURE JERSEY BUSINESS SERVICES (INCL. JERSEY BUSINESS SERVICES (INCL. JERSEY BUSINESS SERVICES	
R8-S1	R8-S1	Enterprise Sales (Staff Related)		R9-SURE JERSEY FIXED NETWORK CALLS	SURE JERSEY FIXED NETWORK CALLS	
R8-S1	R8-S1	Enterprise Sales (Staff Related)		R9-SURE JERSEY MOBILE SERVICES	SURE JERSEY MOBILE SERVICES	
R8-S1	R8-S1	Enterprise Sales (Staff Related)		R9-VOICEMAIL	VOICEMAIL	
R8-S1	R8-S1	Enterprise Sales (Staff Related)		R9-WHOLESALE LOCAL LEASED LINES	WHOLESALE LOCAL LEASED LINES	
R8-S1	R8-S1	Enterprise Sales (Staff Related)		R9-WHOLESALE OUTSIDE BAILIWICK LEASED LINES	WHOLESALE OUTSIDE BAILIWICK LEASED LINES	

**DRIVER: Retail Sales (Staff Related)**

**Methodology overview:** The Retail Sales team is responsible for the day to day running of Sure's retail outlets and the selling of Sure's products and services. The driver apportions staff and associated overhead cost across the activities that the department performs, based on an analysis of time spent on each activity. To achieve this result Sure uses an in-house commercial costing tool, the Staff Activity Database. The database has a web based interface which allows users to input values against activities that they have carried out during the previous month. At the end of the period the total values for each activity per department are summed and percentages are calculated. These results are weighted by salary bands in order to recognise that staff within the department will be on different salary bands.

**Data Sources:** Staff Activity Database

DRIVER REF:	SOURCE REF:	SOURCE:	SPLIT VALUE:	DESTINATION REF:	DESTINATION:	TO EACH:
R8-S2	R8-S2	Retail Sales (Staff Related)		R9-BLACKBERRY	BLACKBERRY	
R8-S2	R8-S2	Retail Sales (Staff Related)		R9-CUSTOMER EQUIPMENT / INTERNAL WI	CUSTOMER EQUIPMENT / INTERN	
R8-S2	R8-S2	Retail Sales (Staff Related)		R9-CWGSY BROADBAND	CWGSY BROADBAND	
R8-S2	R8-S2	Retail Sales (Staff Related)		R9-DIRECTORY WHITE PAGE TEXT	DIRECTORY WHITE PAGE TEXT	
R8-S2	R8-S2	Retail Sales (Staff Related)		R9-EXCHANGE LINES	EXCHANGE LINES	
R8-S2	R8-S2	Retail Sales (Staff Related)		R9-FIXED NETWORK BILLING / PAYMENTS	FIXED NETWORK BILLING / PAYME	
R8-S2	R8-S2	Retail Sales (Staff Related)		R9-GSY IPTV SERVICE	GSY IPTV SERVICE	
R8-S2	R8-S2	Retail Sales (Staff Related)		R9-GSY MOBILE DATA (GPRS & 3G)	GSY MOBILE DATA (GPRS & 3G)	
R8-S2	R8-S2	Retail Sales (Staff Related)		R9-MOBILE BILLING/PAYMENTS	MOBILE BILLING/PAYMENTS	
R8-S2	R8-S2	Retail Sales (Staff Related)		R9-MOBILE HANDSETS/ACCESSORIES	MOBILE HANDSETS/ACCESSORIE	
R8-S2	R8-S2	Retail Sales (Staff Related)		R9-MOBILE NUMBER PORTABILITY (MNP)	MOBILE NUMBER PORTABILITY (M	
R8-S2	R8-S2	Retail Sales (Staff Related)		R9-OTHER ISP SERVICES (INCL. DIAL UP, C	OTHER ISP SERVICES (INCL. DIAL	
R8-S2	R8-S2	Retail Sales (Staff Related)		R9-POSTPAY SERVICE	POSTPAY SERVICE	
R8-S2	R8-S2	Retail Sales (Staff Related)		R9-PREPAY SERVICE	PREPAY SERVICE	
R8-S2	R8-S2	Retail Sales (Staff Related)		R9-PREPAY SIMS	PREPAY SIMS	
R8-S2	R8-S2	Retail Sales (Staff Related)		R9-RETAIL FIXED CALLS	RETAIL FIXED CALLS	
R8-S2	R8-S2	Retail Sales (Staff Related)		R9-RETAIL PRICING/REPORTING	RETAIL PRICING/REPORTING	
R8-S2	R8-S2	Retail Sales (Staff Related)		R9-ROAMING FACILITY	ROAMING FACILITY	
R8-S2	R8-S2	Retail Sales (Staff Related)		R9-SMS (TEXT MESSAGES)	SMS (TEXT MESSAGES)	
R8-S2	R8-S2	Retail Sales (Staff Related)		R9-VOICEMAIL	VOICEMAIL	
R8-S2	R8-S2	Retail Sales (Staff Related)		R9-WHOLESALE BROADBAND	WHOLESALE BROADBAND	

**DRIVER: Information Services (Staff Related)**

**Methodology overview:** The Information Services team is responsible for management & provision of Sure's Telephone Directory. The driver apportions staff and associated overhead costs across the activities that the department performs, based on an analysis of time spent on each activity. To achieve this result Sure uses an in-house commercial costing tool, the Staff Activity Database. The database has a web based interface which allows users to input values against activities that they have carried out during the previous month. At the end of the period the total values for each activity per department are summed and percentages are calculated. These results are weighted by salary bands in order to recognise that staff within the department may be on different salary bands.

**Data Sources:** Staff Activity Database

DRIVER REF:	SOURCE REF:	SOURCE:	SPLIT VALUE:	DESTINATION REF:	DESTINATION:	TO EACH:
R8-S3	R8-S3	Information Services (Staff Related)		R9-CORPORATE MARKETING ACTIVITIES	CORPORATE MARKETING ACTIVIT	
R8-S3	R8-S3	Information Services (Staff Related)		R9-DIRECTORY PRODUCTION, TYPESETTIN	DIRECTORY PRODUCTION, TYPES	
R8-S3	R8-S3	Information Services (Staff Related)		R9-DIRECTORY WHITE PAGE TEXT	DIRECTORY WHITE PAGE TEXT	
R8-S3	R8-S3	Information Services (Staff Related)		R9-DIRECTORY YELLOW PAGES	DIRECTORY YELLOW PAGES	
R8-S3	R8-S3	Information Services (Staff Related)		R9-SURE IOM CORPORATE COSTS	SURE IOM CORPORATE COSTS	
R8-S3	R8-S3	Information Services (Staff Related)		R9-SURE JERSEY CORPORATE COSTS	SURE JERSEY CORPORATE COST	



**DRIVER: Professional Services (Staff Related)**

**Methodology overview:** The Professional Services team apportions staff and associated overhead costs across the activities that the department performs, based on an analysis of time spent on each activity. To achieve this result Sure uses an in-house commercial costing tool, the Staff Activity Database. The database has a web based interface which allows users to input values against activities that they have carried out during the previous month. At the end of the period the total values for each activity per department are summed and percentages are calculated. These results are weighted by salary bands in order to recognise that staff within the department may be on different salary bands.

**Data Sources:** Staff Activity Database

DRIVER REF:	SOURCE REF:	SOURCE:	SPLIT VALUE:	DESTINATION REF:	DESTINATION:	TO EACH:
R8-S5	R8-S5	Professional Services (Staff Related)		R9-CUSTOMER EQUIPMENT / INTERNAL WI	CUSTOMER EQUIPMENT / INTERN	
R8-S5	R8-S5	Professional Services (Staff Related)		R9-SURE IOM BUSINESS SERVICES (INCL. I	SURE IOM BUSINESS SERVICES (I	
R8-S5	R8-S5	Professional Services (Staff Related)		R9-SURE JERSEY BUSINESS SERVICES (IN	SURE JERSEY BUSINESS SERVI	

**DRIVER: Enterprise Service (Staff Related)**

**Methodology overview:** The Enterprise Service team apportions staff and associated overhead costs across the activities that the department performs, based on an analysis of time spent on each activity. To achieve this result Sure uses an in-house commercial costing tool, the Staff Activity Database. The database has a web based interface which allows users to input values against activities that they have carried out during the previous month. At the end of the period the total values for each activity per department are summed and percentages are calculated. These results are weighted by salary bands in order to recognise that staff within the department may be on different salary bands.

**Data Sources:** Staff Activity Database

DRIVER REF:	SOURCE REF:	SOURCE:	SPLIT VALUE:	DESTINATION REF:	DESTINATION:	TO EACH:
R8-S6	R8-S6	Enterprise Service (Staff Related)		R9-CUSTOMER EQUIPMENT / INTERNAL WI	CUSTOMER EQUIPMENT / INTERN	
R8-S6	R8-S6	Enterprise Service (Staff Related)		R9-DATA CENTRE HOSTED SERVICES (INC	DATA CENTRE HOSTED SERVICE	
R8-S6	R8-S6	Enterprise Service (Staff Related)		R9-DIRECTORY YELLOW PAGES	DIRECTORY YELLOW PAGES	
R8-S6	R8-S6	Enterprise Service (Staff Related)		R9-ETHERNET CONNECT	ETHERNET CONNECT	
R8-S6	R8-S6	Enterprise Service (Staff Related)		R9-EXCHANGE LINES	EXCHANGE LINES	
R8-S6	R8-S6	Enterprise Service (Staff Related)		R9-EXCHANGE LINES (PSTN/ISDN) MAINTEN	EXCHANGE LINES (PSTN/ISDN) M/	
R8-S6	R8-S6	Enterprise Service (Staff Related)		R9-GSY MOBILE DATA (GPRS & 3G)	GSY MOBILE DATA (GPRS & 3G)	
R8-S6	R8-S6	Enterprise Service (Staff Related)		R9-LANs - RETAIL	LANs - RETAIL	
R8-S6	R8-S6	Enterprise Service (Staff Related)		R9-MANAGED SERVICES	MANAGED SERVICES	
R8-S6	R8-S6	Enterprise Service (Staff Related)		R9-OTHER ISP SERVICES (INCL. DIAL UP, C	OTHER ISP SERVICES (INCL. DIAL	
R8-S6	R8-S6	Enterprise Service (Staff Related)		R9-POSTPAY SERVICE	POSTPAY SERVICE	
R8-S6	R8-S6	Enterprise Service (Staff Related)		R9-PREPAY SERVICE	PREPAY SERVICE	
R8-S6	R8-S6	Enterprise Service (Staff Related)		R9-RETAIL LOCAL LEASED LINES	RETAIL LOCAL LEASED LINES	
R8-S6	R8-S6	Enterprise Service (Staff Related)		R9-SURE IOM BUSINESS SERVICES (INCL. I	SURE IOM BUSINESS SERVICES (I	
R8-S6	R8-S6	Enterprise Service (Staff Related)		R9-SURE IOM MOBILE SERVICES	SURE IOM MOBILE SERVICES	
R8-S6	R8-S6	Enterprise Service (Staff Related)		R9-SURE JERSEY BUSINESS SERVICES (IN	SURE JERSEY BUSINESS SERVICE	
R8-S6	R8-S6	Enterprise Service (Staff Related)		R9-SURE JERSEY MOBILE SERVICES	SURE JERSEY MOBILE SERVICES	