

# Spotlight on Corruption's Reward Policy

## Introduction

This document details our reward philosophy, the principles and policy that in turn inform the design and management of our reward processes. They guide our pay decisions and reflect our organisational culture.

## Reward Philosophy

The following beliefs and values underpin our approach to remuneration:

1. We value all colleagues, their contribution and potential. We see retaining and developing colleagues and supporting a positive work/home life balance as of critical importance.
2. We believe in treating people fairly and equitably; we believe colleagues value the culture and working environment, where we look out for each other *and* the best interests of Spotlight on Corruption.
3. We believe the qualities and competence an individual brings to a role are as important as the job to be done when determining pay and any adjustments to it over time.
4. We believe that jobs with more responsibility should command higher salaries than those with lower levels of responsibility, but not with excessive steps between the lowest and highest paid.
5. We want salaries to be competitive and believe pay increases should be earned rather than be awarded automatically.
6. It matters how the organisation is perceived by others, our stakeholders and partners; how we treat staff has a part to play in this.

## Basic Principles

1. The process for determining pay and benefits will be fairly, equitably and transparently applied; individuals will have the right to know how decisions about their pay are made.
2. Remuneration will comprise salary, home working allowance and pension contributions only. Benefits will reflect the statutory minimum.
3. The pay structure will reflect relative job size with jobs falling within a specific grade.
4. There will be internal parity in terms of grades for jobs of equal size.
5. We will aim to pay well, although affordability will ultimately affect pay decisions.
6. We will expect to respond to significant changes in the cost of living, annually in October.
7. Pay will be reviewed at least annually although adjustments are not guaranteed.
8. We want everyone to grow and develop and be rewarded for doing so.
9. Anyone subject to a performance improvement plan will not receive any salary enhancement other than any cost-of-living adjustment.
10. No post holder will be paid lower than the minimum wage.
11. Pay decisions will be sensitive to reputational risk balancing ability to appoint and retain good people with what would be considered reasonable by stakeholders.

## Reward Policy

The policy underpins our reward system and how we manage reward decisions.

1. The pay band for each job will be determined according to the following:  
Step 1 – Relative job size/weight vis-à-vis other jobs in the organisation to determine the grade and subsequent pay band  
Step 2 – Comparative market position to determine the values of the scales for each pay band  
Step 3 – Affordability

This means:

- Each job will fit within a defined grading system (currently: Researcher/Advisor; Senior Researcher/Advisor; Head of; Executive Director)
2. Pay scales will reflect the top quartile of market values of like-posts in the third sector.
    - Each pay scale will have three points
    - The mid-point of the scale will reflect the rate for the job
    - The value of pay scales will be reviewed a minimum of every three years unless there is reason to do otherwise.
  3. Salaries for individuals will be agreed on entry within a defined grade.
    - The position on the scale will be determined by competence level (qualification, or applied experience, knowledge, skill set)
    - New staff will start on the mid-point of the scale if competence expectations for the role are met

This means:

- Staff may be paid differently within a predefined pay range for like-jobs in the organization
  - Competence will be the only discriminating factor
4. Changes to salaries might be triggered by:
    - Demonstrable changes in competence applied in the role (*how you contribute*)
    - Substantive changes to job responsibilities (*what you do*)
    - Significant changes of pay levels of market comparators
    - Significant changes to costs of living against the CPI index, reviewed annually for application in October (*any payment may or may not be consolidated*)
    - Success of the organisation as a whole (*i.e., the team as a whole*)

This means:

- Pay changes following entry will not be length of service related or automatic.
- Cost of living changes (whether up or down) will not automatically drive a change in salary

- Any change in pay will be considered against what is affordable.

5. The scale and range of employee benefits will be equitably applied

## Appraisal

To ensure that there is a fair and transparent process underlying a colleague's pay, Spotlight on Corruption will implement a process of regular appraisal for all staff as set out in a separate Appraisal Policy

## Staff Development

We want everyone to grow and develop. Alongside pay and other financial benefits, we are committed to investing in our colleagues through identifying opportunities for this, making financial provision, and enabling them to take up opportunities within their work time.

## Responsibilities

1. The Board is accountable for agreeing the value of the pay scales/bands
2. The Executive Director and senior managers acting as SMT will make pay decisions affecting all staff in accordance with the policy
3. The Board will make decisions affecting the remuneration of the Executive Director

Approved by the Board

Date: 22 September 2022

Review date: February 2023 (next scheduled Board meeting)