



Salary Framework and Pay Review Policy

This policy relates to:

Seetec Business Technology Centre Ltd, Seetec Pluss Ltd, Seetec Employability and Skills Ireland DAC, Seetec Justice Ltd and Seetec Outsource Training and Skills Ltd

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1.0 Scope

This policy and procedure applies to all employees employed by Seetec Employability and Skills Ireland DAC; Seetec Pluss Ltd; Seetec Outsource Training & Skills Ltd; Seetec Business Technology Centre Ltd and Seetec Justice Ltd.

2.0 Equality Statement

This procedure has been written with a view to avoiding any adverse impact it may have on any individual by reason of their age, disability, gender, gender reassignment, sexual orientation, race, religious belief, paternity/maternity or civil partnership/marital status (in accordance with the UK Equality Act 2010 and the Employment Equality Acts 1998 – 2015, caring responsibilities or chosen working pattern. This procedure is also compliant with the Equality Legislation applicable within the Republic of Ireland, comprising of the following Legal Acts: - The Employment Equality Acts 1998 and 2004; The Equal Status Acts 2000 to 2004 and The National Disability Authority Act 1999. It is not believed that this procedure will have any such adverse impact on employees for any of these reasons. Future reviews of this procedure will revisit this evaluation, and it may become subject to a full Impact Assessment examining workforce data and compliance information.

3.0 Policy Aims

This policy describes how the salary framework and pay review process operates within the Seetec Group (for the Companies outlined in scope). The aim of this policy is to build organisational capability by offering a pay structure and review process that attracts, develops and retains high calibre employees and recognises our employees' contribution, as co-owners, towards the Company's Business Plan and Vision.

4.0 Principles of the Policy

The following principles underpin the Company's pay structure and salary review process:

- Transparency and Fairness which is central to one of our Seetec's core values of Respect
Valuing our people is an essential requirement when considering reward for individuals.
- Maintaining compliance with all applicable legislation (including but not exclusive to the Single Equality Policy).
- Maintaining our commitment to paying the Real Living Wage. The Real Living Wage is the only UK wage rate that is voluntarily paid by nearly 6,000 UK businesses who believe their employees deserve a fair day's pay for a hard day's work. The Real Living Wage is higher than the government national minimum wage rates.
- Compensating all employees fairly regardless of race, colour, religion or belief, gender, gender assignment, sexual orientation, age disability, pregnancy and maternity, marriage and civil partnership

5.0 Procedure

5.1. Salary Framework

Seetec believes that its reward and remuneration scheme provides recognition of a job's value and is able to clearly demonstrate the difference between roles at different levels within the organisational hierarchical structure. To achieve this, roles are aligned to business pillars, job levels and specific salary bands

5.1.1 Business Pillars

Seetec Group comprises of a number of separate companies (business pillars) operating across the following sectors:

- Employability in the UK - Seetec Pluss Ltd
- Employability (ROI) - Seetec Employability and Skills Ireland DAC
- Justice, Health and Social Care - Seetec Justice Ltd
- Apprenticeships and Skills - Seetec Outsource Training and Skills Ltd
- Corporate Services - Seetec Business Technology Centre Ltd

5.1.2 Job Levels

Within each Pillar, roles are ranked depending on a number of factors to provide clearly differentiated job levels and a structural hierarchy. This also provides a hierarchy of roles at an organisational level and facilitates cross functional comparisons to maintain salary consistency.

Each job level takes into account of a number of factors including:

- Accountability - understanding the value for each role and how it adds value to the organisation.
- Know How - knowledge, skills and experience
- Responsibility/challenge of the role
- Market rate for the job

5.1.3 Salary Bands

Each job or group of jobs has an associated salary range with defined performance benchmarks at a number of levels - Minimum, Target A and Maximum.

- **Minimum** – This is the entry level for the given role. The employee will fulfil the minimum requirements for the job.
- **Minimum to Target 'A'** – The employee will have the experience and knowledge necessary to master most of the duties related to the job in an independent manner. Employees whose salary reaches the Target 'A' in the range will have fully developed into the role and will be earning the full market rate for the job.
New appointments should be made between Minimum and Target A depending on the individual's knowledge and experience.
- **Target 'A' to Maximum** – At this level the employee is highly experienced and is in the maturity phase having mastered their job. The employee is continuously producing results that are well above the requirements of the job and demonstrating a strong commitment to the organisation

5.2. Benchmarking of Roles

Salary benchmarking is the process matching internal job descriptions to established salary survey jobs in order to identify the external market rate for the position. Seetec determines roles are competitive by comparing jobs against rates of pay in the same occupational sectors and for example uses the following resources:

- Subscriptions to industry leading HR benchmarking surveys and tools
- ERSA Annual Surveys
- Association of Employment and Learning Providers (AELP) plus other associations such as Association of Colleges AOC;
- Recruitment agency surveys and advice

5.3. Recruitment

Positions will be advertised using a salary range from the Minimum to the Target 'A' salary for the role.

Candidates should therefore be offered a starting salary between the Minimum and Target 'A' where the minimum is the entry level salary assuming the person fulfils the minimum requirements of the job and Target 'A' represents a salary appropriate for employees with the experience and knowledge necessary to master most of the duties in an independent manner.

5.3.1 Recruitment and Skill Premium

Seetec recognises that from time to time the salary range for a particular role may not offer a competitive salary for a particular skill set and will need to place a difference value on a particular role in short supply.

The role may attract an additional allowance to enable continued recruitment and retention of appropriately qualified employees - this is known as a Recruitment and Skills Premium (R&S premium).

This is an amount of money paid in addition to base salary to one or more employees. Its purpose is to address situations where due to skills or location, the market value of a role exceeded the salary range allocated to that role or group of roles.

The R&S premium applies to a post and not an individual. If an individual changes role, the premium will not be retained unless the post they are moving to also qualifies for an R&S payment.

The R&S premium may be adjusted or removed at any time as market demands dictate. The premium will not normally be pensionable.

An R&S premium will only be payable where recognition of market pressures has been agreed and approved by relevant governance Boards.

5.4. Pay Review

Seetec understands the importance of fairly rewarding employees for the work they do and as an accredited Real Living Wage Employer is committed to ensure that all employees receive a salary that keeps pace, as far as possible, with external economic factors.

The Pay Review process is an annual event that normally culminates in an 1st January implementation of salary changes.

The Board of Directors will each year determine the actual budget allocation for the annual salary review based on a number of factors. These include company performance against the business plan; retail price inflation and service sector pay awards in comparable lines of business.

Any review does not automatically mean a pay increase however upon approval of the review process a percentage increase may be awarded.

5.4.1 Eligibility Criteria

To be eligible for salary award employees must meet the following criteria-

- Completed a minimum of 6 months service by the 31st December. (i.e. employed before the 30th June)
- Not received a pay increase (including any related to promotion) within 6 months prior to the 1st January (i.e. on or after the 1st July)

Seetec recognises that exceptional circumstances may arise whereby particular skills are in high demand or market alignment has been delayed. In these situations, the senior management team will seek HR, Finance and Operational approval for making the correct market positioning.

5.4.2 Salary Awards

If the eligibility criteria are met the awards are made on the following basis-

- The actual award amount payable is based on where the employee's existing salary sits within the salary banding. Percentage awards are allocated on a descending scale from Minimum to Target A, Target A to Maximum and Maximum and above, to ensure that the differential in pay between newer employees and longer serving employees (in the same job role) is not significantly increased year on year. For example,

Min to Target A (%)	Target A to Max (%)	Max and above (%)
3.00%	2.50%	2.00%

- The award will be given as an addition to salary unless the employee's current base salary is at or above the pay scale maximum. If an employee's salary is on the maximum the award must be applied as an unconsolidated lump sum.
- Employees on secondments who are eligible for a pay award will have this applied to the base salary of their substantive post.

The level of awards may vary each year as these are subject to the Board of Directors determining the actual budget allocation for the annual salary review.

5.5. Communication

A general communication regarding the salary review will be communicated to the Group Executive Board and Senior Managers (to share with their teams) and to the Employee Representatives. Employees will receive confirmation of their award, if eligible, prior to the January payday.

5.6. Audit and Evaluation

Seetec aims to operate a fair and transparent pay scheme which is free from discrimination by:

- Conducting annual audits on pay and benefits for existing employees to ensure equal representation for all groups feeding back conclusions and recommendations to HR Board.
- Conducting a review of all salaries each year to ensure that the Company complies with the National Living Wage and Real Living Wage commitment.
- Benchmarking salaries with external bodies.
- Produce relevant equality data including Gender Pay Gap reporting.

6.0 Responsibilities

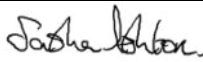
Recruiting Managers are responsible for ensuring that new recruits are placed on the appropriate salary i.e. between Minimum and Target A.

HR is responsible for undertaking benchmarking for new roles, or existing roles at the managers request.

The Group HR Director is responsible for producing recommendations for Annual Pay Review to the Board of Directors.

The Board of Directors is responsible for setting award levels, if applicable, and determining the budget allocation for the annual salary review.

Record of Amendment		
Version Number	Date of Issue	Detail of Change
Version 2	31/07/2020	Updated to reflect the adoption of a new continuous performance management process, which severed the link between individual performance and annual pay increases.

Document Sign-Off from Functional Head / Director			
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