



MISSION44

REMUNERATION POLICY

JULY 2024





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1. INTRODUCTION

This policy sets out the arrangements for salary and related allowances including benefits paid to employees at Mission 44. We aim to attract and retain people who have the skills and values that we need to transform the lives of young people facing disadvantage and discrimination.

2. GUIDING PRINCIPLES

Mission 44 pay and benefits will be competitive, enabling us to attract and retain employees who deliver our charitable aims.

Mission 44 does not pay bonuses linked to individual performance. We expect everyone to perform to a high standard.

Mission 44's remuneration policy seeks to achieve fairness across the pay scale.

Mission 44 supports flexible working to aid productivity and wellbeing.

Mission 44's governance structure will ensure remuneration is managed in line with best practice.

3. POLICY OBJECTIVES

The objectives of the policy are:

To work within financial constraints and use those limited funds in the most effective way to support the charity and workforce needs.

To effectively tailor and promote all aspects of the employee offer (pay, benefits, personal development, career progression, work-life balance, environment and culture) to attract, engage and retain the right talent.

To promote an equal pay agenda by ensuring that pay systems meet legislative requirements and to actively work towards reducing any unjustified gender pay gaps.

To ensure the executive management team's pay and conditions also form part of the policy so that these may be seen within the overall context of pay and conditions for employees across Mission 44.

To ensure the policy is regularly reviewed by Mission 44 so that rewards are set at appropriate levels to attract the right calibre of employee for the job at whatever level, whilst taking into account Mission 44's charitable interests and overall staffing costs.

4. PAY BANDS

Mission 44 operates a 9-grade pay banding scheme for all posts:

BAND	ROLE	BASE	MID	TOP	DESIGN PRINCIPLES
1	CEO	114	138	160	Benchmarking of bands and senior salaries
2	C-SUITE	92	114	132	
3	DIRECTOR	73	88	99	
4	ASSOCIATE DIRECTOR	63	76	85	Overlap between bands to allow pay progression without need for promotion
5	HEAD OF	57	64	78	
6	SENIOR MANAGER	42	52	61	Bandwidth enough to cope with different functional markets
7	MANAGER	33	42	50	
8	OFFICE/ COORDINATOR	28	32	40	
9	ASSISTANT	26	28	32	

- There may be occasions where, due to the particular job market conditions, it is necessary to appoint new employees at above the pay ranges above. This can only be done with the agreement of the CEO and Head of Finance and Operations where the following criteria should apply:
 - Proven inability to recruit within the normal pay bands (in this case the job would be benchmarked against market data and re-advertised with a new salary).
 - Opportunity to acquire a candidate with exceptional skills and experience.

- The pay bands are reviewed annually by the People Committee as part of the annual budgeting process.
- Consistent with our commitment to transparency and best practice in recruitment, all job advertisements for Mission 44 roles state the proposed starting salary.
- Mission 44 is an accredited Living Wage employer as certified by the Living Wage Foundation

5. PAY REVIEWS

A general review of pay rates will take place annually in collaboration with the People Committee. The Mission 44 Board of Trustees has responsibility for final decisions relating to remuneration across Mission 44. Any agreed increases will normally be paid with effect from 1st April of that year.

6. SENIOR LEADERSHIP TEAM PAY

- The salary levels for Directors, C-Suite roles and the CEO are based on the market rate for foundations of our size and complexity.
- Directors, C-Suite roles and the CEO do not receive any additional benefits outside the normal Mission 44 benefits package
- Directors, C-Suite roles and the CEO are subject to review and approval by the Board of Trustees in accordance with Mission 44's governance procedures.

7. PAY ON PROMOTION

- On promotion, an employee's pay is increased either to the band minimum of the band into which they are being promoted, or to 8% above their previous salary level, whichever is higher.

8. ADDITIONAL RESPONSIBILITY

- On occasion a role may be adjusted so the level of responsibility materially increases either on a temporary or permanent basis, but not to the extent that the pay grade would increase.
- Additional responsibilities include:
 - Part-time additional responsibility (e.g. undertaking a higher graded role for 1 day per week)
 - Temporary acting up duties (e.g. for a specific task or project, or during a period of maternity leave or long-term sick leave).
- Where the change is on a temporary basis (less than 12 months) and is approved by both the relevant SLT member and Head of Finance & Operations, the pay may be adjusted by way of temporary additional monthly payments of up to 10% of the current salary.



9. PAYMENT

Employees are paid monthly by bank transfer, with salaries being paid into a specified UK bank or building society account. Payment covers the whole calendar month and is made partly in advance and partly in arrears. All employees will receive payment on or around the 27th of the month. Mission 44 will only consider making a salary advance in exceptional circumstances and only at the discretion of the CEO.

Where an overpayment is identified, the Operations team will notify the employee concerned and discuss with them the method of repayment.

10. BENEFITS

The following employee benefits are provided by Mission 44:

- Pension scheme (direct contribution and by salary sacrifice)
- Private health insurance
- 28+ days of annual leave
- Health benefits including- subsidised eye tests and flu vaccinations; access to a cycle to work scheme; and gym membership; and access to private health insurance
- Sickness benefit
- Parental leave
- Flexible working including job sharing and part-time working arrangements



11. LEAVERS

Leavers will be paid to the last date they are employed by Mission 44. Line managers are responsible and accountable for ensuring the Operations team is informed of the leave date before the end of the previous payroll month. Leavers will be expected to take any leave accrued before the date of leaving. Holiday leave untaken will not be paid as a payment unless this is agreed with the line manager prior to the date of leaving.

12. EQUALPAY

Mission 44 believes in equal opportunities and is committed to the principle that pay and conditions should not discriminate unlawfully. Mission 44 recognises that the attainment of equitable pay requires a pay system that is transparent and based on objective criteria.

13. PUBLICATION OF SALARY INFORMATION

As a Registered Charity, Mission 44 is required to disclose in its annual report non-nominative pay band information related to employees whose remuneration is above £60,000 in the financial year.