

REMUNERATION & BENEFIT POLICY AND PROCEDURE

Introduction

Encephalitis International strives to be an excellent employer that remunerates its staff team in line with ACEVO's¹ five principles of good pay. This policy aims to demonstrate the process in which salaries and benefits are reviewed and issued. The Remuneration subcommittee that comprises of Board members and the Executive Team are responsible for this policy and actioning the procedure.

The Five Principles of Good Pay

1. TRANSPARENCY

Being open about how pay is set

2. PROPORTIONALITY

Being fair and consistent

3. PERFORMANCE

Ensuring that the salaries you pay work for your organisation and the beneficiaries you serve

4. RECRUITMENT & RETENTION

Keeping valued staff within the organisation

5. PROCESS

Ensuring that the principles of Good Pay are supported by appropriate procedures and policies

Staff Benefits

Encephalitis International recognises that being an excellent employer is not based on salary alone and so is proud to offer a range of additional benefits:

- All employees have an enhanced holiday entitlement and to support tenure and continued service employees can gain one days leave per year capped at seven years.
- All employees are entitled to join an excellent pension scheme provided by People's Pension and offering a generous 6% on gross salary contribution by the organisation.
- All employees have access to a free will writing service via our FareWill scheme.
- Employees have access to a healthcare plan through Benenden Healthcare which includes:

GP 24/7 Helpline	Medical Treatment and Surgery
Mental Health Helpline	Physiotherapy
Care Planning and Social Care Advice	Financial Assistance
Medical Diagnostics	Free online health & wellbeing classes
- Employees and their family members are offered 24/7 counselling via our insurers. These services include:

Qualified counsellors who provide free confidential support and advice by phone to employees or their family members who are suffering from emotional upset or feeling worried and anxious about a personal or work-related problem.
- To support employee tenure and continued service, our sabbatical leave plan provides time for renewal and rejuvenation to qualified long-term employees (after seven years' service).
- All employees can access flexi-time (ability to start and finish outside of core hours at your choosing) and hybrid working.
- Enhanced pay for our family friendly, compassionate leave and sickness policies.
- All employees are given a subscription to the CALM app, the #1 App for sleep, meditation and relaxation.
- All employees have access to a car park permit offering free parking in Malton.
- Regular organisation-wide training and opportunities to connect as a staff/trustee group.

¹ Association of Chief Executives of Voluntary Organisations

- Encephalitis International is committed to offering employees a fulfilling career and as such encourages them to discuss any training and development needs with their line manager.

Compliance

In order to ensure Encephalitis International is maintaining the five principles of good pay we will:

- Be accredited with the [Real Living Wage Foundation](#).
- Conduct an independent pay and benefits evaluation every five years starting in 2023.
- Publish this policy and our staff salary range in the Annual Report and Website.
- Maintain the ratio between highest paid and lowest paid staff between 3:1 and 5:1 (ACEVO).
- Recognise and act on the Equal Pay Act and Pay Gap requirements, however we are not required to report externally until we reach 250+ employees.

Compliance will be reviewed at the annual Remuneration subcommittee meeting.

Remuneration Sub-Committee

To enable us to follow the five principles of good pay Encephalitis International has a Remuneration sub-committee which comprises of the following roles:

- Chair of Trustees.
- Treasurer.
- HR Trustee.
- CEO.
- DCEO.

Organisation-Wide Salary Reviews

We are committed to remunerating the staff team as competitively as possible whilst also ensuring sustainability for the organisation. Below is an outline of the procedure for organisation-wide salary increases.

- Organisation-wide salaries are reviewed annually in quarter four by the Remuneration sub-committee.
- Agreed organisation-wide salary increases will commence from 1st April.
- There is no obligation to make annual salary increases other than in line with our Living Wage Foundation agreement.
- Team members that have been employed for less than 12 months by 1st April are not eligible for a pay rise at an organisational level.

The Remuneration sub-committee will consider the following factors when deciding on organisation-wide increases:

- Has the organisation met or is due to meet strategic key results as outlined in our strategic plan?
- Is an increased salary budget sustainable in the long-term?
- What the current cost of living is.
- Staff feedback on pay and benefits (exit interviews, surveys etc).

Salary Range Categories

The 2023 review of our remuneration outlined that as an organisation with a small number of employees and unique roles it was not beneficial to create role salary banding. The Board agreed following the review to ensure our salaries were benchmarked with the National Upper Scale, due to our international work and high performance.

However, the review did recommend a pay scale whereby all roles have a Point 1, Point 2 and Point 3. Each point has a 5% increase. Points 4 and 5 are to allow for one-off salary adjustments rather than a permanent increase and to allow the organisation flexibility in competitive recruitment and retention.

Example Pay Scale

Base – Point 1	Point 2	Point 3	Point 4	Point 5
£15,000	£15,750	£16,537	£17,364	£18,232
£30,000	£31,500	£33,075	£34,729	£36,465

If an individual is meeting their role objectives and expectations about behaviour then the goal is to ensure each role progresses to point 3 – once this point is met and there are no further changes to the role then any salary adjustment would be subject to external benchmarking as part of our five yearly external review or eligible for the point 4 and 5 one of payments, for example a one off payment of the difference between point 3 and 4.

Individual Role Salary Reviews

As an organisation we value our staff team and want to ensure we are rewarding those that surpass the expectations of their roles. To empower and motivate our team the following guidance outlines when and how role specific increases can occur. It is important to note that we are equally interested in the ‘how’ someone achieves in their role not just the ‘what’ they achieve. For example, if a team member successfully achieves a large donation but whilst doing so behaves in a way not in line with our values this achievement would not result in a salary increase.

To request a salary increase, team members will discuss with their Line Managers following a review of the below criteria and their Line Manager will then submit the request to the Executive Team.

- Has the individual’s performance surpassed their agreed annual objectives which are transparently agreed and monitored through one to ones with Line Managers?
- Has the individual’s role responsibility increased/expanded which may justify an adjustment to salary?
- Has the individual achieved an agreed professional qualification?
- Has the individual’s behaviour reflected our values and organisational culture?

Conversations with Line Managers about salary adjustments can occur at any time, however it may not always be possible or appropriate to implement adjustments until the beginning of a new financial year. Agreements around any back dated pay can be agreed upon. Only under exceptional circumstances would more than one individual salary adjustment take place during a financial year.

The CEO maintains discretionary powers to award salary increases for factors that don’t necessarily fit into the above criteria, and any such increases would go to the Remuneration sub-committee to ensure transparency.

Once the Executive team have received an application for adjustment, they will respond within four weeks. It might be that further information is requested from the Line Manager to enable a transparent process. The Executives’ individual reviews will be agreed at the Remuneration subcommittee. All team members are encouraged to speak to the Executive team if they feel they are not being treated fairly in a salary review process.

Values and Behaviours

To understand the expectations around our ways of working with one another our values are our guides. Below outlines the core behaviours that our organisation will exemplify.

Value	Description	Behaviours Associated with our values
Passionate	We are dedicated to making a positive impact in the lives of our beneficiaries	Achieving our objectives with a can-do, pro-active and positive approach.
		Demonstrating our commitment to the community we serve by doing what is right.

		Protecting our commitment to scientific rigor/evidence base and attention to detail.
Inclusive	Our aim is for everyone to be respected for who they are and enable them to feel supported, empowered and included.	Working as one team by being collaborative and having a team/stakeholder/beneficiary focus.
		Being kind, respectful and professional in all our interactions.
		Fostering a culture that brings people together.
Changemakers	We create the change that will save lives and rebuild futures around the world.	Seeking opportunities to learn and grow personally and professionally.
		Ensuring all voices, knowledge and experience is heard to further progression of our vision.
		Facing challenges with innovative solutions.

New Roles and Recruitment

Recruitment and new posts are bench-marked externally to enable competitive recruitment either through internal or recruitment specialist reviews. It should be noted that sometimes to be competitive in our recruitment of talent we may have to offer a salary that is higher than similar roles within the organisation. It is a firm belief that the organisation must remain competitive in a difficult recruitment landscape both with recruitment and retention.

Complaints Process

If any staff member feels that they have been unfairly treated in this process, please discuss this with your Line Manager in the first instance.

Associated Policies

Equal Pay Policy.

Grievance Policy.

Staff Support and Review Policy.

Whistleblowing Policy.

All employment policies referencing staff benefits i.e. maternity leave.

References

www.acevo.org.uk/wp-content/uploads/2019/07/The-Good-Pay-Guide.pdf

www.charitycomms.org.uk/salary-and-organisational-culture-report-2021

www.livingwage.org.uk

Approval

This document was approved by the Remuneration Committee on 28th February 2024.

Before approving ensure version number is V3 or above.

Document Change Control

Version	Date	Review Date	Changes by	Summary of changes
V1	Sept 2022	Sept 2023	P.Chapman	New Document
V2	August 2023	August 2025	P.Chapman	Added salary review process and value behaviours.
V3	February 2024	August 2025	P.Chapman	Added more details on values and new branding