1 Introduction

1.1 Foundation Scotland [FS] seeks to remunerate its employees in a fair and consistent manner to attract and keep appropriately qualified staff to lead, manage and support its charitable activities.

2 Scope

2.1 This Policy applies to all FS employees.

3 Abbreviations and Definitions

- Living Wage – a minimum hourly rate for employees agreed 25 and over. Set by the Government annually.

4 Policy

Competitive Pay

4.1 FS has a bespoke job evaluation scheme which seeks to be a fair, consistent, and progressive framework for the measurement of job roles. All jobs have been evaluated by a panel made up of members of the Leadership Team trained on the evaluation scheme. When new roles arise and when a role changes a job evaluation is undertaken by the panel. Any employee can appeal their grade but not the salary.

4.2 The salary for each grade was originally based on a benchmarking exercise from equivalent roles across the charity sector in the UK, from organisations which were comparable in nature, staffing size and turnover to the FS. The Board approved that FS grades should be based on the median market position using that data, with step 1 of each grade aligned to the aggregated recruitment market for the range of roles in that grade, and that regular benchmarking will take place at least every 5 years.

Pay Progression

4.3 Each Grade has 5 points with employees starting on point 1 and moving up a point until they reach the top. FS's intention is that increments will be applied each April but are subject to overall affordability and approval by the Board.

4.4 In addition to moving up points on a grade scale, the pay scales themselves will be reviewed annually to take account of inflation indices and average wage settlements. This may then result in changes to the pay scales, which is commonly referred to as a cost-of-living adjustment (COLA).

4.5 An employee must have passed their probation before being eligible for an increment.

Performance Related Pay

4.6 FS does not pay bonuses or performance-related pay. FS's culture is one where it seeks to employ people who are inspired by the work it does, within an interesting role and a desire to perform to high standards. Performance below expectations is managed through a performance management process.

Interns and the Living Wage

4.7 FS does not employ interns without pay and pays the Living Wage as a minimum for all staff, including apprentices and interns.

Reporting

4.8 FS complies with the requirement to report the number and remuneration of highly paid staff in the Annual Report and Accounts.

Work-life balance

4.9 Although FS expects employees to be highly productive, it also encourages them to take regular breaks from work. FS therefore offers 35 days' paid holiday [including bank holidays] to all employees from commencement of employment. This is pro-rata for part time workers and new joiners.

Benefits

4.10 FS provides an employer's pension contribution of 7% and life assurance at three times salary. Included with the life assurance is an employee assistance plan where employees can access support for themselves or their family members on financial, physical, and mental wellbeing matters.

5 Training

- There are no training links associated with this policy.

6 References

- MetLife Health Assured Plan

7 Review

7.1 This policy is reviewed, approved, and endorsed by the Board of trustees. It is updated when required by legislation, to ensure that it reflects statutory responsibilities, government guidance and best practice for FS, or every 36 months whichever is the soonest.

8 Document Properties

Title	Remuneration Policy		
Type	Policy	Classification	HR
Reference Number	56	Version - auto-generated	0.12
Status	Approved	Approval Date	04/03/2024
Author	CEO	Approver	FS Board
Last Reviewed regardless of whether changed	04/11/2025	Next Review Date	04/11/2028

Grade JE pts	Role type	Description of demands
A 105-154	Apprentice	Apprentices undertaking formal apprenticeship to achieve level 2 or level 3 qualifications
B 154-204	Admin Assistant, Interns	Admin or clerical support roles. Prioritises own tasks to meet deadlines. Resolves simple problems and refers more complex problems on. Provides and receives information to others internally and/or externally. Or graduate internships on a structured learning programme.
C 205-254	Administrators and Function Assistants	Experienced administrators (Level 3 plus several years' experience), or assistants within a technical field (e.g. IT) or function (e.g. finance, grants, communications). Responsible for prioritising across a range of administration or function support tasks in order to meet project or systems deadlines. Will provide information and support to others internally and/or externally, in relation to their function and activities.
D 255-304	Function Executives, Specialist Support	Specialist support roles working across more than one area (Level 4 equivalent plus several years' experience), or entry level professional roles (Level 5 plus some experience), or specialist technicians. Responsible for planning and delivering their own delegated activities to meet project or systems timescales. Will contribute to improvements to systems and activities and provide guidance to others, internally and/or externally, in relation to their function and activities.
E 305-354	Experienced Professionals and Advisers	Experienced professional in their field. May have professional accredited Level 6 or higher qualifications and professional body membership, or equivalent through variety of learning and development and experience. Develops and delivers assigned portfolio of activities and projects and relationships (e.g. grant-making, income generation, communications, development, financial).
F 355-404	Senior and Specialist Professionals and Advisers	Specialist or highly experienced (senior) professionals in their field. May have specialist accredited Level 7 or higher qualifications and professional body membership, or equivalent through variety of learning and development and experience. Develops and delivers assigned portfolio of complex activities and projects and relationships (e.g. grant-making, income generation, communications, development, financial). Will have responsibility for significant resources. Will provide coaching, mentoring, supervision or other capacity building support
G 405-454	Function and Service Managers	Advanced professionals with substantial experience in their field. Develops and manages activities and resources within a service or an assigned area of a function (geographic or specialism) in line with the overall strategic goals and ambition for their function/service. May play a lead role in programme development, service or function development. Will have responsibility for substantial or business critical resources and either manage a team or act as an in-house expert and capacity builder in their field.
H 455-504	Head of Function and Strategic Leads	Reports to the CEO, an advanced professional within their field, responsible for the strategic development and operational management of a function, ensuring alignment to organisation strategy. Contributes to cross-cutting activities and works collaboratively with other departments.

Grade JE pts	Role type	Description of demands
I 505-549	Chief Officers, Head of Function (corporate impact)	Reports to the CEO, an advanced professional within their field, responsible for the strategic development and operational management of a substantial function (staff, resources, impact) ensuring alignment to organisation strategy. Leads on assigned organisation wide activities, working collaboratively across all departments.
J 550+	Chief Executive	The overall leadership role, accountable to the Trustee Board, and responsible for all aspects of strategic development and operational management of the organisation