## PINCH

## Salary and Equal Pay Policy

PINCH strives to provide total equality for all our people, regardless of gender, self-identification, background or ability. Our salary and equal pay policy is designed to offer best value relative salaries and long term career prospects to our people, at all levels. PINCH's salary levels will be benchmarked within our industry and sector and we are a registered member of the Living Wage Foundation.

We aim to reward all of our people with salaries that are above market rate and with a wider benefits package that further adds value to our recruitment and retention objectives.

We will ensure that objective criteria such as experience, skill-level and market considerations are used to set the pay level for employees occupying similar jobs (that is, jobs evaluated to be at the same job level by an objective job evaluation). Gender, race or other personal characteristics are not relevant to and will not be used when determining pay.

We offer transparency at all times, so our people can have visibility of how appointments have been made, what terms and conditions are offered to those positions, the criteria for appointment and the process we have followed. We will only make information available as to advertised packages. Individual pay details will not be disclosed.

Pay rates and salaries for direct employees will be set and agreed by the company and will have been benchmarked through our recruitment partners prior to any vacancies being advertised. Pay rates and salaries for site based staff (client sites) will be set in one of two ways:

- 1. Tupe transfer if we are employing people as part of a new contract gain
- 2. New positions if we are either extending an existing team or opening a new business and no Tupe transfer applies.

Note: As a Living Wage employer we will endeavour to engage in business with clients who are either registered as a Living Wage Employer, or who allow us to include provisions for this in our operating budgets.

PINCH aims to reward hard work, commitment and initiative. We will hold regular discussions with all our employees regarding performance, salaries and future career development opportunities and we will also incentivise performance as and where appropriate, either directly with central employees or in discussion with our clients for site based employees.

Job titles and descriptions will be determined through the job evaluation process based on purpose, engagement and delivery. These will differ according to knowledge requirements, supervisory responsibilities, complexity, scope and financial accountability. Salaries are assessed and adjusted based on market rates and reviewed annually in all cases.