



Pay and Reward Policy

Introduction

Our Pay and Reward Policy aims to be fair and provide equality of opportunity for our employees. We aim to offer pay and benefits competitive with the social sector in order to attract and retain the highest quality people.

Unloc is committed to equal opportunities and the principle that pay and conditions should not discriminate unlawfully. We understand that equitable pay requires a pay and reward system that is transparent and based on objective criteria.

This policy is not contractual but sets out how we manage pay and reward within the organisation. We reserve the right to vary, replace or terminate it at any stage.

Scope

This policy applies to all employees.

Core Principles

Unloc follows these principles when determining pay:

- **Equal Pay:** we are committed to equality of opportunity. All employees should receive equal pay for 'like work', or work of equal value.
- **Benchmarking:** we will undertake regular reviews of the job market and seek to ensure that salaries are competitive.
- **Affordability:** given the financial constraints we operate in, affordability will always be a key consideration in determining the budget available for salary increases.
- **Rewarding contribution:** although not a determining factor in setting salary levels, we are committed to objective performance management and to recognising and rewarding excellence.

Pay structure

Our pay structure is established based on market assessed salary benchmarking. This exercise considers salaries for the same or similar roles in comparable organisations by utilising external benchmarking services.

It is not anticipated that there will be any significant changes in the market rates year on year, and as such, periodic benchmarking exercises will normally take place every 3 years.

The pay structure can be found as Appendix 1 to this document. It shows a series of pay ranges relating to different roles and levels of responsibility within the organisation.

Starting salaries

Starting salaries for new employees at Unloc will normally be towards the lower end of the appropriate pay range, unless there are objective reasons for a higher level, such as a greater level of relevant qualification and experience than the minimum the role requires.

Unloc is the trading name of Unloc Learning Limited.

Company Limited by Guarantee, registered company number: 8578126



Pay review

Pay will be reviewed each year as part of the annual budget cycle. The budget will be established based on affordability and relevant economic conditions.

Any change in pay will be confirmed in writing but it should be noted that a pay increase at review is not guaranteed. There will be no pay increase for employees who are serving their notice (irrespective of whether this was given by the employee or us).

Individual pay progression

Salary reviews will normally take place in June of each year. Any salary increase awarded would take effect from August that same year.

As well as **overall affordability**, any individual increases may be based on one or more of the following factors:

- **Permanent changes in job responsibility, complexity and/or accountability:** Increases will be given, where possible, for roles that have organically grown without any recognised promotion having taken place. Please note: this does not include any increase in workload or for temporary changes to roles where alternative actions may be more appropriate.
- **Discrepancies in salary between individuals carrying out the same or similar work where a role is objectively assessed as underpaid:** attempts will be made to equalise salaries where an individual is not receiving the same salary as another individual carrying out the same or similar work and where there is no objective justification for the difference, e.g. the higher paid individual has a higher level of appropriate qualifications and/or greater relevant experience. Increases will not be given where it is found that there is an overpayment of salary for the higher paid role.

Increases will only be given where an employee is being paid a lower amount in comparison to an employee working in a similar role and who is receiving the correct salary for the role. Increases will not be given where the comparable higher paid employee is found to be receiving a higher salary than the role merits. The Deputy Chief Executive is the final authority on all matters of pay discrepancies, including decisions on what is defined as 'like work', any justifications for pay discrepancies, and any decisions to increase pay as a result of discrepancies.

- **Performance:** Employees who are under investigation or in a monitoring period following disciplinary action for either misconduct or underperformance are not included in the annual salary review.
- **Tenure:** Dedication to working at Unloc will normally be rewarded by an automatic 'moving up' on the Unloc Pay Scale/Structure at each annual pay review within an employee's range unless the employee is already being rewarded at the top of their respective pay range.



- **Cost of living:** Unloc will endeavour to provide an annual cost of living increase to pay to all employees by applying a percentage increase to the entire pay spine. The level of percentage increase will depend on the overall affordability of such an increase.

Changes in range

If an employee's role changes significantly in regards to responsibilities, accountability and/or complexity the job description should be revised by the relevant manager and submitted to the Deputy Chief Executive for evaluation of the appropriate salary. Any salary increase resulting from this will be confirmed to the employee in writing. If the change results in the employee moving to a higher range, they will normally be placed at the lower end of that range.

Responsibility/Acting Up Allowances

These may be for a fixed period (e.g. maternity leave cover) or for an indefinite period, e.g. where someone takes on a higher level role or additional responsibility outside their normal role with no foreseeable end date, such as where funding is being sought or a colleague is on long term sickness.

Responsibility/Acting Up payments are separate to salary and will cease when the additional responsibility comes to an end. Responsibility/Acting Up payments do not attract any of the increases that basic salary may be subject to, unless it is just and equitable to do so.

Payment date and method

Employees are paid monthly, calculated as 1/12th of annual salary. Pay accrues on a daily basis and is payable in arrears on or around the last working day of each month by direct credit transfer. In December, payments are made on the last working day for the company of that month.

Where an employee joins (or leaves) after the first working day of a calendar month they will be paid for each working day employed in that month.

Deductions from pay

We make pay deductions for PAYE and National Insurance purposes, pension contributions and other relevant employee benefits, and if ordered to do so by a court or local authority under an attachment of earnings order, or by such other authority that we are required by law to comply with.

We reserve the right, at any time during or upon termination of employment, to deduct from an employee's pay any amount owed to Unloc by them; this includes outstanding loans or advances, overpaid expenses, excess holiday etc.

Overpayment of salary

If an employee is overpaid for any reason they should notify the Deputy Chief Executive as soon as they become aware of it.

If an employee is absent due to sickness, or any other reason where full pay may not be due to them, this may result in an overpayment depending on when payroll was processed in the month.



If an overpayment is made, we reserve the right to deduct the amount from the following month's pay (or the next subsequent month(s) in which normal pay is due) until the overpaid amount is repaid.

Failure to report a known overpayment may result in disciplinary action.

Overtime

We do not normally pay overtime for additional hours worked, although Time Off In Lieu (TOIL) may be granted for additional hours if this has been agreed in advance. For more information about TOIL, please see Holiday and Time of in Lieu Policy available from the shared drive.

London Staff Members

London Weighting Allowance (LWA) of £1.16 an hour is payable to employees whose defined workplace is within the M25 and is paid in recognition of high travel costs. The LWA is reviewed, but not necessarily increased in June of each year. London staff members are also provided with a London Travelcard Zones 1-6 for all Unloc-related travel.

Salary sacrifice schemes

Benefits offered as part of our salary sacrifice schemes are as follows:

- Workplace nursery

By joining a salary sacrifice scheme, an employee agrees to a reduction in their remuneration in return for the non-cash benefit. This is seen as a change to the employee's terms and conditions of employment and individuals are therefore advised to consider the impact that salary sacrifice schemes have on their individual pay and any other benefits or entitlements e.g. pension contributions.

Further information is available from the Deputy Chief Executive.

Pension

All eligible employees will be auto enrolled into Unloc's pension scheme on commencement of employment with us. Employees contribute 5% of full pay into the scheme. Unloc contributes 3% of employees' full pay to the scheme on the employee's behalf. The scheme is provided through [Nest](#). Employees can choose to opt-out of the pension scheme at any time by contacting the Finance Administrator.

Further information about our pension scheme is available from the Finance Administrator.

Redundancy payments

Employees who have been continuously employed with us for two or more years will, if made redundant, receive redundancy payments in line with statutory provisions.

Annual leave

Please see your Contract of Employment and our Holiday and Time of in Lieu Policy available from the shared drive for details about annual leave entitlement.

Sick pay

Please see your Contract of Employment for details about our sick pay scheme.

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Health and wellbeing

We offer an Employee Assistance Programme (EAP) that provides a 24-hour telephone advice line service to employees and their immediate family members in the same household that provides free and impartial advice on a variety of topics including legal issues, health issues and general worries or concerns. [Details available in the Staff Health Offer document held in the Drive.](#)

We also offer payment towards bi-annual eye tests to eligible employees. For more information, please visit the Perkbox app at <https://www.unloc.perkbox.com>

High Street Discounts and other rewards

We offer a discounts scheme via Perkbox to all directly employed staff members. Discounts and rewards available are regularly updated and refreshed. All staff can access this at <https://www.unloc.perkbox.com>.

Authorisation of pay and reward decisions

Pay and reward plans are developed by the Chief Executive, the Deputy Chief Executive and the Director of Operations and Finance in line with this policy.

All increases in salary outside of the annual pay review must be approved in advance in writing (or email) by the Director of Operations and Finance or the Deputy Chief Executive and ratified.

Complaints or concerns

An employee who believes they have been paid incorrectly or who is unhappy with a decision about their pay should, in the first instance, discuss this with their manager.

If informal discussions do not resolve the matter, they should raise a formal grievance in accordance with our Grievance Procedure.

Data protection

All personal data obtained as part of the Pay and Reward Policy will be handled with the utmost integrity and confidentiality and in line with our Data Protection Policy. Further details about the types of data we hold, the basis for processing data and our practices in relation to that data can be found in our Staff Privacy Notice which is available from the shared drive.

Inappropriate access or disclosure of data by an employee of the organisation constitutes a data breach and should be reported immediately in accordance with the organisation's Data Protection Policy. It may also constitute a disciplinary offence, which will be dealt with under the organisation's Disciplinary Procedure.



Implementation, monitoring and review of this policy

This policy was reviewed on Wednesday 25th June 2025. The Deputy Chief Executive has overall responsibility for implementing and monitoring this policy, which will be reviewed on a regular 2-yearly basis and may be changed from time to time.

This policy should next be reviewed by 25th June 2027.

Any queries or comments about this policy should be addressed to the Deputy Chief Executive.

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Appendix 1 - Unloc Pay Spine 1st August 2025

	Spine Point	Annual	Hourly	London Annual	London Hourly
DIRECTORS	D5	£ 59,009.60	£ 28.37	£ 61,422.40	£ 29.53
	D4	£ 57,012.80	£ 27.41	£ 59,425.60	£ 28.57
	D3	£ 55,016.00	£ 26.45	£ 57,428.80	£ 27.61
	D2	£ 53,019.20	£ 25.49	£ 55,432.00	£ 26.65
	D1	£ 51,001.60	£ 24.52	£ 53,414.40	£ 25.68
SENIOR MANAGERS	C5	£ 49,004.80	£ 23.56	£ 51,417.60	£ 24.72
	C4	£ 47,008.00	£ 22.60	£ 49,420.80	£ 23.76
	C3	£ 45,011.20	£ 21.64	£ 47,424.00	£ 22.80
	C2	£ 43,014.40	£ 20.68	£ 45,427.20	£ 21.84
	C1	£ 41,017.60	£ 19.72	£ 43,430.40	£ 20.88
JUNIOR MANAGERS (inc. Senior Facilitators)	B6	£ 39,582.40	£ 19.03	£ 41,995.20	£ 20.19
	B5	£ 38,563.20	£ 18.54	£ 40,976.00	£ 19.70
	B4	£ 37,564.80	£ 18.06	£ 39,977.60	£ 19.22
	B3	£ 36,545.60	£ 17.57	£ 38,958.40	£ 18.73
	B2	£ 35,526.40	£ 17.08	£ 37,939.20	£ 18.24
	B1	£ 34,528.00	£ 16.60	£ 36,940.80	£ 17.76
FACILITATORS / SUPPORT	F6/S9	£ 33,508.80	£ 16.11	£ 35,921.60	£ 17.27
	F5/S8	£ 32,489.60	£ 15.62	£ 34,902.40	£ 16.78
	F4/S7	£ 31,470.40	£ 15.13	£ 33,883.20	£ 16.29
	F3/S6	£ 30,472.00	£ 14.65	£ 32,884.80	£ 15.81
	F2/S5	£ 29,452.80	£ 14.16	£ 31,865.60	£ 15.32
	F1/S4	£ 28,433.60	£ 13.67	£ 30,846.40	£ 14.83
ASSISTANT FACILITATORS / SUPPORT	A3/S3	£ 27,414.40	£ 13.18	£ 29,827.20	£ 14.34
	A2/S2 (London Living Wage)	£ 26,395.20	£ 12.69	£ 28,808.00	£ 13.85
	A1/S1 (Living Wage)	£ 26,208.00	£ 12.60		
	London Weighting	£2,412.80	£1.16		