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## PAY AND REMUNERATION POLICY

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Policy Owner: [Resources / HR]

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## 1. POLICY STATEMENT

The primary aim of a reward strategy is to attract, retain and motivate suitably skilled staff so that the organisation can perform at its best. One of the biggest challenges for Adra is to maximise productivity and efficiency within current resources.

The Pay and Remuneration Policy seeks to strike a sometimes difficult balance between setting remuneration at appropriate levels to facilitate a sufficient supply of skilled individuals to fill the company's range of posts and ensuring that the financial burden on our tenants does not become greater than can be fully and objectively justified.

In this context it does need to be recognised that at more senior levels in particular, remuneration levels need to enable the attraction of a suitably wide pool of talent and the retention of suitably skilled and qualified individuals once in post. It should be recognised also that Adra will often be seeking to recruit in competition with other good public and private sector employers. This competition has increased due to many employers both regionally and nationally offering the option of hybrid working.

The availability of good quality employment on reasonable terms and conditions and fair rates of pay has a beneficial impact on the quality of life of people in our community as well as on the local economy. Adra also has a role in setting a benchmark example on pay and conditions to other employers in the area for the same reasons.

In designing, developing and reviewing a pay and remuneration policy, Adra will seek to balance these factors appropriately to maximise outcomes for the organisation and the community it serves, whilst managing costs and maintaining sufficient flexibility to meet future needs.

## 2. PURPOSE

The purpose of the policy is to provide transparency with regard to Adra's approach to setting the pay of its employees by identifying;

- the methods by which salaries of employees are determined;
- the level and elements of remuneration of Tím y Cyfarwyddwyr;
- the level of remuneration of its lowest paid employees;

It also needs to be flexible when required to address a variety of changing circumstances and aligned to business objectives.

This Policy shall apply to **Adra (Tai) Cyf** (the Parent) and any of its subsidiaries (including **Medra Cyf**).

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### 3. LEGISLATIVE FRAMEWORK

In determining the pay and remuneration of all of its employees, Adra will comply with all relevant employment legislation. This includes the following:

- Equality Act 2010
- Part Time Employment (Prevention of Less Favorable Treatment) Regulations 2000
- Agency Workers Regulations 2010
- Transfer of Undertakings (Protection of Earnings) Regulations (where relevant)

This policy must be applied consistently to all job applicants or employees regardless of their age, disability, gender reassignment, marital or civil partnership status, race, pregnancy or maternity, religion or belief, sex, sexual orientation or caring responsibilities.

Adra also carries out a gender pay gap reporting exercise every year.

### 4. PAY STRUCTURE

Adra negotiates pay awards locally with the recognised trade unions, who are:

- Unite
- Unison
- GMB

The approved Partnership Agreement states that there will be a collective agreement for the purposes of contracts of employment of employees of Adra and that agreed changes will be incorporated into the terms and conditions of employment of the relevant employees.

The following matters shall be the subject of negotiation:

- Pay awards
- Annual leave and other leave
- Overall salary structure
- Redundancy and redeployment
- Disciplinary and grievance procedures

Adra will utilise the practice of applying market supplements in some circumstances to take account of the external pay market in the attraction and retention of employees with particular experience, skills and knowledge. Any application for market supplements will be objectively justified by reference to clear and transparent evidence of successive failures to recruit to a particular post or/and evidence of relevant market comparators, using appropriate data sources available from within and outside the local employment sector.



Adra can also apply temporary honoraria to individuals who, for various reasons, are acting up to a higher level of responsibility. See Adra’s Acting Up and Honorarium Policy.

**5. OTHER BENEFITS**

Subject to qualifying conditions, all new staff are automatically enrolled into the Social Housing Pension Scheme (SHPS). Staff have the option of opting out of SHPS and joining the Local Government Pension Scheme.

Adra has a generous benefit package that includes private healthcare, retail store discounts, flexible working, agile working, hybrid working, Bike2Work scheme, childcare vouchers, free tea, coffee and fruit, and many other benefits that staff can enjoy.

**6. TÍM Y CYFARWYDDWYR REMUNERATION**

Tím y Cyfarwyddwyr (TyC) consists of the post of Chief Executive, and 5 Directors.

The TyC’s salaries are not on an incremental scale, which means that they are on a fixed point and cannot advance their salaries yearly, unlike other members of staff, (up to the maximum of their respective grades.)

The Appointment, Remuneration and Disciplinary Panel has the authority to make decisions in relation to the salaries of TyC. An executive salary benchmarking exercise is carried out every other year to ensure that salaries remain competitive and to inform the panel’s decision in relation to any potential pay adjustment.

The Panel will also decide the pay award for the TyC, every alternate year (i.e. year that the salary benchmarking does not take place). This will usually be the same pay award given to all other staff.

For example:

Year 1	Salary benchmarking carried out the result of which will be shared with the ARDP for a decision on any potential salary adjustment.
Year 2	The Executive Leadership Team to be awarded the same salary increase as other staff as decided by the ARDP
Year 3	Salary benchmarking carried out the result of which will be shared with the ARDP for a decision on any potential salary adjustment.

Year 4	The Executive Leadership Team to be awarded the same salary increase as other staff as decided by the ARDP
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And so on.

The panel is also responsible for the recruitment, terms and conditions, disciplinary and grievance issues and severance payments involving members of the TyC.

### 7. ADDITIONS TO SALARY FOR TyC

TyC are subject to the same qualifying criteria and arrangements as other employees with regard to receipt of additional monetary-based terms and conditions, including mileage payments and reimbursement of professional fees.

TyC also receive a 10% car allowance payment based on their annual salary, and Deputy Directors receive a 7.5% car allowance based on their annual salary.

### 8. LOWEST PAID EMPLOYEES

The lowest paid persons employed under a contract of employment with Adra are employed on full time 37 hours equivalent salaries in accordance with the minimum spinal column point currently in use within the grading structure.

### 9. EXTERNAL CONTRACTORS

Adra will utilise its procurement processes to ensure that fair pay practices are adopted by external contractors commissioned to deliver services.

### 10. RECORD OF REVISIONS TO THIS PROCESS

Issue	Date	Comments (What has been revised?)	Written By	Approved for content
1	02.19	Update	DW	DW
2	10.22	Update	DW	DW
3	09.24	Update to the remuneration of <i>Tîm y Cyfarwyddwyr</i>	DW	DW
4	09.25	Update to Section 7 on <i>Tîm y Cyfarwyddwyr Remuneration</i>	DW	DW

### 11. REVIEW OF DECISIONS



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This procedure will be reviewed every 3 years, or in response to changes in legislation, regulatory guidance, good practice or changes in other relevant Adra Policy.

Adra recognises the right to request a review of any decision relating to this policy. Any such review will be dealt with following our CCp04- Review of Decision process.

Adra will ensure that any decisions relevant to this policy are reasonable and comply with relevant policy and legislation.