



## Remuneration of Linc's employees - This statement sets out the policy for the remuneration of Linc's employees.

The Linc Cymru Housing Association (Linc) philosophy towards pay is simple: we want to ensure that we pay our staff salaries which will attract, retain, motivate and develop staff to successfully achieve our business objectives and in particular ensure that we are able to deliver excellent services to our customers.

The Linc pay structure is based on the "Job Family" approach and the structure for each job family takes into account the:

- Nature of each part of the business and its relevant market and competitors.
- Need to recruit, retain, and motivate appropriate staff to deliver the services required.
- Commitment to provide appropriate career and development paths.
- The flexibility needed to ensure that each part of the business can keep pace and respond appropriately to the challenges of the ever-changing external environment.
- Market range for each role guided by the independent benchmarking.

Within the framework of 'Job Families', Linc salaries are based on the median of the relevant benchmark pay for each Job Family taking into account: affordability, business performance, competition and independent assessment of the market. This approach is appropriate for the majority of the posts in Linc, including senior posts. Spot salaries are applied.

There are a number of posts which are benchmarked at and aligned to the UK Government's National Minimum Wage (NMW). Linc pays above the NMW and in addition pays the same hourly rate to all employees on the NMW irrespective of their age.

There may be occasion to offer reward packages based on the upper quartile level of market pay. This is not the norm but should circumstances dictate, the Chief Executive will consider the case and approve under delegated authority from the Board.



The Remuneration Committee, comprising of Non-Executive Directors supported by Executive team members, is responsible, on behalf of the Board for considering and making recommendations to the Board on all matters relating to the remuneration and terms and conditions of service of Non-Executive Directors, the Executive Team and all other Linc employees.

The remuneration of the Non-Executive Directors is benchmarked against other Welsh Housing Associations and is reviewed on an annual basis in order to continue to attract and retain a diverse Board.