



The Ernest Cook Trust Remuneration Policy

We are committed to achieving the best impact possible from our work. To do so, we need to attract and keep appropriately qualified staff to support, deliver, manage and lead our activity.

Securing the right people to deliver our ambitions is key to our strategy. One of the ways we do that is through our competitive benefit structure.

When we set and review pay, we uphold three principles:

- **Equality/fairness:** we commit to paying staff a fair salary that is proportionate to the complexity and responsibilities of each role. We monitor salaries for gender, ethnicity and disability pay gaps, in accordance with good practice.
- **Responsible financial management:** we balance the need to attract and keep the best people with responsible management of resources.
- **Market competitiveness:** when we set our salaries, we consider the pay offered by organisations that employ individuals with similar skills, competences and qualifications. We aim to pay our employees in the average to median range of comparable roles in similar organisations, without bonuses.

The remuneration committee oversees our pay policy, pay structure and changes to employee terms and conditions. Annually, it receives and agrees recommendations from the Chief Executive for salary and other benefit changes for senior members of the organisation, in order to implement revisions on 1 April each year.

In line with recommendations from the National Council for Voluntary Organisations' 2014 inquiry into executive pay, we will publish our approach to pay on our website, including details of our gender and ethnicity pay analysis.

The Chairman of the Trust determines the salary and other benefit changes for the Chief Executive. These changes are only made when market forces and other matters dictate the need. The Chairman makes these decisions in consultation with the remuneration committee described above.

The Trust's Memorandum and Articles of Association provide an authority to pay our Trustees, in accordance with the wishes of our founder. A separate remuneration committee of independent experts is convened every five years to review trustee remuneration.