

LONDON

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REWARD & RECOGNITION POLICY

ABOUT US

London & Partners is the Mayor of London's official promotional agency.

We exist to support the Mayor's priorities by promoting London internationally as a leading world city in which to invest, work, study and visit. Our work helps achieve 'good growth' for London and Londoners, as outlined in the Mayor's economic development strategy.

We do this by focusing on:

- building London's international reputation
- attracting international audiences and convincing them to choose London
- guiding international audiences to make the most of all that London has to offer
- helping to retain and grow London's businesses

We tell London's story brilliantly to an international audience and we do this in partnership with organisations and people who have a stake in London's international promotion. We are a not-for-profit public-private partnership, funded by the Mayor of London, European and national funds, our network of partners and other commercial ventures.

Our human resources strategy is designed to enable and support the company through the delivery of a skilled, flexible and motivated workforce.

The success of London & Partners depends on its people. Capitalising on what is unique about individuals and drawing on their different perspectives and experiences will add value to the way we do business. We aim to pay competitively within our sector, to be transparent, fair and strive to create a high performing environment where everyone has an equal chance to succeed.

As an organisation that receives a fixed grant with limited commercial revenue, we aim to reward and recognise employees fairly and in line with our income. Our approach to reward and recognition is to reward and drive high performance and increased engagement as a motivated organisation dedicated to the city.

APPROACH

Company remuneration principles

We are a publicly funded organisation and we aim to generate the most value from our grant and revenue. In line with our values we hire talented individuals who can further our strategic goals delivering value for our stakeholders and the city. As a not-for-profit company, generally our salaries are at the lower quartile of the London market. We are a proud London Living Wage employer, and have been committed to this standard since 2014.

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We offer a highly competitive pension and benefits package. Salaries may differ by directorate but are fair within the market and are consistent within directorates and skillset backgrounds.

We also invest in development as we recognise the value of experience gained for career progression. Where possible we promote from within the organisation, and look to hire at the junior end to encourage progression and development within the organisation. However, there are limited options as a small company to promote people in a traditional linear career path so we ensure that we maximise learning, experience, exposure and transferable skills during employment.

REWARD ELEMENTS

Salary

- We aim to pay competitively within the labour market for our sector, paying individuals in line with normal industry practice and standards and benchmarking salaries against other employers.
- We aim to have broad-banded grades within the organisation and benchmark these at the lower-quartile in the London market (see Appendix).
- Where possible we will recruit below the mid-point of the internal range for a grade, although this is not always possible when seeking specific experience and expertise.
- All employees are paid at the level of at least the London Living Wage or the equivalent in our international locations (this does not include internships as part of an education programme or work experience placements).
- Employees' basic salaries will normally be reviewed annually in April, although any increases will be at the absolute discretion of the organisation. Reviews may take place at other times of the year to reflect a change in circumstances.

Incentives

These plans are designed to drive and reward outstanding performance reflecting that we are ambitious, high performing, creative and collaborative. The schemes reflect our commitment to make London the premier choice for the world's businesses, visitors and students, creating the single powerful promotional voice London deserves.

All employees are entitled to participate in a variable pay/bonus scheme, the commercial team have a commission plan and the business tourism, major events and international business development teams all have sales plans.

Commission

The purpose of the current commission plans is to drive performance and income by rewarding employees with a percentage of their salary based upon the attainment of numerical targets with a direct link to increased value and income for the organisation and ultimately the city. Schemes vary from year to year based on the organisational KPIs.

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Sales Plan

The purpose of these plans is to drive performance against achievement of key KPIs to ensure we deliver GVA and jobs for the city.

Performance Related Pay

This scheme is linked to the performance management system and rewards those who exceed the expectations of the requirements of our roles and objectives, delivered in accordance with our values and receive the top appraisal ratings at the end of the year.

Levels of payment under these schemes are discretionary and may be changed at the company's sole discretion. London & Partners also reserve the right to withdraw these schemes at any time without notice at any time or exclude employees from participating in the bonus arrangements for any reason.

BENEFITS

London & Partners offers its employees a range of benefits including a healthcare plan, pension, holiday entitlement, staff discount scheme, salary sacrifice schemes such as childcare vouchers and cycle to work schemes. Some of these are contractual whilst others are not. As an organisation we will continue to review these to offer as rich and attractive a package as is affordable to the organisation and desirable to our employee base.

RECOGNITION

Unlike financial reward we are not restrained in the recognition we can give one another and our employees. Our budgets may be limited but our imagination need not be. Linked to our value, "we are creative", there are many ways we can encourage and recognise achievements across the organisation. Money is not the only thing that motivates us and it is not the only reason we work for London & Partners.

Initiatives must be linked to business objectives and should be credible, fair, open to all, be contingent on what is important to the business, reflect our values and be timely. This will include but is not limited to the following:

- Employee Awards (annual/monthly)
- Department highlights for strong performance
- Prizes
- Special mentions
- Thank yous
- Partner donated prizes

MOTIVATION

Motivation is not just about reward and recognition, there are many other factors including, facilities and location, suitability for the role and most importantly most studies show that the

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factor most likely to affect motivation and performance is an employee's relationship with their manager. London & Partners does not underestimate the need for strong management skills and its development programmes are geared to improve and foster these skills.

EQUALITY

We will not discriminate on the basis of gender, marital or civil partnership status, race, religion or belief, sexual orientation, age, disability, gender reassignment, pregnancy and maternity, or because of employment on the basis of a part time or fixed-term contract

This policy is for guidance only and does not form part of your contract of employment.

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GENDER PAY GAP OCTOBER 2017

Pay structure by Employee Group

Employee Grouping	Mean Annual Pay rate	Median Annual Pay Rate	Bands Pay Rate
Team Members	£ 27,603.23	£ 27,000.00	£18,330 - £35,000
Manager	£ 44,846.47	£ 42,630.00	£30,000 - £65000
Senior Manager	£ 86,882.53	£ 80,000.00	£60,000 and above
Overall	£ 45,500.64	£ 40,004.40	

Overall Gender Pay Gap

Women £27.62 per hour; men £27.69 per hour – a gender pay gap of 0%

Employee Grouping	Mean Pay rate		% Gap
	Female	Male	
Team Members	£14.61	£16.20	11%
Manager	£23.58	£23.88	1%
Senior Manager	£44.67	£42.97	-4%

Employee Grouping	Median Pay rate		% Gap
	Female	Male	
Team Members	£14.57	£15.24	5%
Manager	£23.08	£23.77	3%
Senior Manager	£41.64	£39.56	-5%

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Distribution of men and women by quartiles

	Group 1	Group 2	Group 3	Group 4
	£22,000 - £33,291	£33,292 - £40,599	£40,600 - £57,599	£57,600 +
	£11.28 - £17.06	£17.07 - £20.81	£20.81 - £29.53	£29.54 +
Female	37	29	34	23
Male	10	15	16	25

Bonus – pay gap

86 Staff at London & Partners received additional discretionary performance related payments, of which 67% (58) were women. Of the total staffing population this represented 35% of women and 17% of men.

Mean Bonus pay gap

Mean Hourly Pay					
	Female		Male		Pay Gap
	Annual payment	No	Annual payment	No	
Bonus payments	£2,146.91	58	£2,131.34	28	-1%

Median Bonus pay gap

Median Hourly Pay					
	Female		Male		Pay Gap
	Annual payment	No	Annual payment	No	
Bonus payments	£1,305.00	58	£1,300.00	28	0%

Following a review of our Gender Pay Gap results from 2017, in 2018 London & Partners will make a commitment to further examine the pay gap at the team member level and bring it more in line with the 2 more senior levels.