

Remuneration & Pay Review Policy

Rationale

Our vision is a world where 360 Degrees Security & Investigations Limited is recognised as a standout provider of modern, responsive, and affordable security services.

Our human resources strategy is to create a sustainable competitive advantage by aligning our people to our vision, by building a skilled, safe, and motivated workforce, while driving a work culture of professionalism and continuous improvement.

Our approach to strategy execution is to adopt the EZHR System and its policy framework to achieve our strategic HR objectives. The EZHR System is a documented people management and workplace safety system that incorporates an effective remuneration and pay review sub-system that promotes fairness, rewards high performers, and incentivises poor performers.

Policy Statement

360 Degrees Security & Investigations Limited shall operate an effective remuneration and pay review system that ensures fairness, rewards high performers, and incentivises poor performers.

Policy Guidelines

Starting pay


1. Starting pay (salary or wages) for new staff shall be based on:
 - a. trends in the skills market; and
 - b. previous relevant experience; and
 - c. relevant qualifications; and
 - d. ease or difficulty of recruitment and / or retention; and
 - e. job content / complexity.
2. Subject to paragraph 1, pay shall be in line with pay rates already paid to staff employed in similar roles (internal pay parity).
3. A director or person holding a comparable position, or their delegated nominee ("the Approver"), shall approve the starting pay rate in any letter of offer.
4. Allowances may be fixed by the Approver from time to time.

Ongoing Pay Review

5. The following guidelines are subject to the terms and conditions of a relevant individual employment agreement.
6. The employer shall, on its own motion, aim to review the pay of every employee annually but is not obliged to increase an employee's pay as a result of any such review.
7. Line managers shall be responsible for leading pay reviews for their direct reports.
8. A pay review shall be initiated by the line manager as soon as practicable after the employee's annual performance review.
9. A pay review, including any question relating to back pay, shall be determined at the complete discretion of the Approver.
10. When determining a pay review the Approver must take into account the recommendation of the employee's line manager balanced against other material factors that, in the Approver's opinion, have a bearing on whether or not a pay review should result in a pay rise.
11. When conducting pay reviews, the employer shall operate a robust pay review system that:
 - a. ensures meaningful participation by the employee in the determination of their pay review; and
 - b. has regard to personal factors including:
 - i. the technical and non-technical skills and experience gained by the employee since their last pay review; and
 - ii. the employee's performance in the following areas:
 - (1) Professionalism
 - (2) Teamwork
 - (3) Customer service;
 - (4) Continuous improvement;
 - (5) Health and safety; and for employees with managerial responsibilities
 - (6) Leadership; and
 - c. has regard to economic factors including:
 - i. market pay parity
 - ii. internal pay parity
 - iii. inflation
 - iv. the current living wage rate
 - v. business needs (e.g., the need to retain high performing staff); and
 - vi. affordability; and

- d. has regard to other factors that materially affect the determination of whether or not an employee should receive a pay rise as a result of the pay review (for example, where the employee has been disciplined for misconduct since their last pay review).

12. To give effect to the above requirements, the robust pay review system shall be that shown on the Form HR2A Pay Review Flowchart to be read in conjunction with this policy.

Signature  Date: 1 October 2023
(Fran Gibson, Director)

Next policy review due date: 1 October 2026