

Policy: Remuneration Policy  
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## HOSTAGE INTERNATIONAL REMUNERATION POLICY

### Introduction

This policy reflects the values and mission of Hostage International to support the families of hostages, and hostages after release – including those affected by arbitrary detention. We are committed to ensuring fair and appropriate remuneration for all staff, recognising the importance of attracting and retaining skilled individuals who share our commitment to supporting those affected by hostage-taking.

Hostage International believes that professionalism and compassion go hand in hand. We value the dedication and expertise of our team and understand that fair pay contributes to a stable, motivated workforce - ultimately enhancing the quality of support we provide for our beneficiaries.

As a charity operating within limited financial means, we are mindful of the need to use our resources responsibly. We aim to balance affordability with fairness, ensuring that remuneration decisions reflect both the financial health of the organisation and the value of our people.

### Governance and Oversight

Remuneration decisions are overseen by the Board of Trustees to:

- Review and agree the remuneration and conditions for the Chief Executive Officer.
- Review the CEO's recommendations for the Executive Team and other paid roles as appropriate.
- Assess and decide on annual uplifts to the overall pay budget.

### Setting Pay Levels

Pay levels are determined based on:

- The responsibilities and complexity of the role
- The skills, experience, and qualifications required to work in this particularly niche area
- Benchmarking against similar roles in charities of comparable size and scope
- Financial sustainability and affordability

Annual reviews are conducted to assess:

- Individual performance and contribution
- Changes in responsibilities
- External economic conditions
- Organisational capacity to absorb pay increases

### **Principles Guiding Remuneration**

In setting and reviewing pay, Hostage International considers:

- The impact of funding arrangements and donor expectations
- Sector comparisons and regional benchmarks
- The importance of retaining skilled staff and reducing turnover
- The long-term affordability of pay decisions
- The perception of pay fairness among beneficiaries, staff, and supporters
- Our commitment to equity, transparency, and the Real Living Wage

### **Pay Equality and Living Wage**

Hostage International is committed to being an equal opportunity employer. We strive to ensure that all staff are treated fairly and equitably in terms of pay and conditions. We are a Real Living Wage employer and regularly review our pay structures to support this goal.

### **New Staff Appointments**

New staff are offered salaries that reflect:

- The nature and scope of the role
- The candidate's experience and qualifications
- Internal pay equity
- Organisational affordability

Roles may be advertised with a fixed salary or within a defined pay band. Salary offers are confirmed at the point of offer and accepted as part of the employment agreement.

### **Progression and Development**

Hostage International encourages professional development and recognises progression through:

- Increased responsibilities
- Acquisition of relevant qualifications
- Demonstrated impact and performance

### **Bonuses and Overtime**

- Bonuses are not standard practice but may be awarded in exceptional circumstances with Board approval.
- Overtime is compensated through time off in lieu for salaried staff. Hourly-paid staff may receive overtime at standard rates, subject to role and contract.

## **Enhancements**

Where applicable, enhancements (e.g. for unsociable hours) are non-contractual and reviewed periodically.

## **Trustees and volunteers**

Trustees and volunteers are not employees and are not paid by Hostage International. They do not receive any remuneration, attendance fees, or other financial compensation for their volunteer work for Hostage International.

Trustees and volunteers can be reimbursed for out-of-pocket expenses, such as travel, food, and essential equipment based on actual expenditure whilst volunteering for Hostage International.

Reimbursements should be reasonable and based on actual costs, using government-approved rates where applicable e.g. mileage reimbursement rates.

## **Review and Transparency**

This policy is reviewed at least every three years or sooner if required. It is publicly available on Hostage International's website to ensure transparency and accountability.