

IChemE's Human Resources Policy

IChemE seeks to be a fair and responsible employer which values, develops and supports all members of staff regardless of seniority. As an organisation committed to promoting good practice and professional development within its membership and among employers of members, we believe in practising what we preach by following practices similar to those we commend to others.

Accordingly, we will respect the principles of diversity, inclusiveness, equal opportunity and work-life balance, and will support staff in their professional development – including by covering or contributing to the costs associated with relevant training, and by recognising development milestones achieved by staff when considering salary adjustments and promotion potential.

We operate an objective system for assessing the size of each job within IChemE, and obtain specialist advice in order to benchmark salary rates against appropriate market comparators for each job size band. A Job Sizing Panel meets when required to assess, using a standard methodology, the job size and thus the appropriate banding, for new positions or for posts where the responsibilities have significantly changed. The panel is a standing internal panel made up of number of selected staff members all trained by the external consultant on the job sizing process and methodology. Any staff member is entitled to ask that their job size be reviewed and it is at the discretion of the CEO and HR Director to undertake this.

A salary level is set for each band, with an available salary range from 80% to 120% of this level. The appropriate comparators vary: for example, administrative and support staff salaries are normally assessed against regional or sub-regional comparators, while senior staff, who would be recruited on a national or indeed international basis, would have salaries assessed against wider comparators – in particular, with reference to the industries from which we would typically seek to recruit staff with the industry knowledge appropriate to their roles. Our aim is to be able to recruit and retain staff on a competitive basis and therefore salaries for staff other than directors are typically maintained in line with median levels in the market, and those for directors between median and upper quartile levels. We will not employ interns without pay; we will comply with the UK Living Wage levels, and we will expect our regular suppliers (e.g. of cleaning services) to do the same.

A discretionary performance-dependent incentive scheme is available to all staff. A pension scheme is available to all staff in which employee contributions are matched on a 1:1.5 basis by the employer from a minimum of 2.5% employee + 3.75% employer up to a maximum of 8% employee + 12% employer.

A need has been identified for a greater proportion of additional mid-level staff to have scientific or engineering qualifications, and progress has been made towards meeting this need.

Discussion of training needs and personal development aspirations forms part of the regular personal review process for all staff. All staff are required to record their CPD using our own *MyCareerPath* system or an alternative appropriate to their specialism.

Staff with management/team leadership responsibilities (the "Operational Management Team" or OMT) are considered in detail by their respective directors and provided with guidance to develop their individual roles including the ability to substitute for directors when necessary. Each is expected to identify and support a less senior staff member who could take on the managerial role in the event of absence, illness etc. Similarly each member of the director team is asked to identify a colleague who would be able to take on the director role if necessary in the short term.

Succession planning for directors in a relatively small organisation necessarily has to assume that a likely replacement would be from outside the organisation, though where there is a serious possibility of internal succession this is encouraged and the relevant individuals provided with the support and experience to prepare them for such an eventuality.

IChemE welcomes opportunities for secondment or transfer of staff between different posts in the organisation, as these provide valuable scope for personal development.

Provision is made for any staff with a grievance, or who feel they are faced with an ethical challenge, to raise the matter with senior management and if necessary the Chief Executive. IChemE has a formal grievance procedure and whistle blowing procedure in place for staff.

Guidance and support are provided for staff needing to travel on IChemE business, and appropriate insurances are provided. Personal safety is paramount at all times, and staff will not be penalised if for genuine safety reasons they have, for example, to incur additional unauthorised costs.

Detailed policies and procedures are described in a staff handbook, made available to all staff with a requirement that they confirm its receipt and are expected to familiarise themselves with its content. The handbook is revised and reissued periodically.