



living wage policy

Vision

Armada Training Solutions Ltd. (Armada) recognises that recompense for work should allow those working to a decent standard of living without dependence on outside subsidies.

Principles underlying this policy

A Living Wage is one which allows individuals to meet their everyday needs to a basic but decent standard. 'Everyday needs' means essentials such as food, housing and utilities, with a margin for unforeseen events such as the replacement of white goods. It is based on living costs. The Living Wage is distinct from the National Minimum Wage, which is based on median national income, and as such allows individuals to live without other subsidies such as those provided by the Government or charities.

Armada comes into contact with those working for a wage directly through employment and sub-contracting and indirectly through procurement and collaboration.

Aims, objectives and scope of this policy

Armada will pay employees and subcontractors a Living Wage, based on the local cost of living for the employee or subcontractor.

Armada will pay for expenses incurred when doing work for Armada.

Salary increases are performance-based, as determined by a Director of Armada. Employees are entitled to raise concerns about their wages and expenses and those concerns will be addressed in a non-discriminatory way by a Director of Armada.

Armada encourages other organisations it works with to pay their employees a Living Wage, and considers whether suppliers pay a Living Wage when procuring goods and services.

Armada's Managing Director has responsibility for ensuring that a Living Wage is paid to direct employees and sub-contractors.

London Living Wage

Armada does not have any sites located in Greater London, and so the London Living Wage is not applicable.

Procedures

The Living Wage benchmark used will be that of the Living Wage Foundation, www.livingwage.org.uk.

When setting and reviewing wages and salaries, Armada considers the Living Wage to be the lowest level an individual will be paid.

Employees and subcontractors are encouraged to be aware of the current level of the Living Wage and to raise concerns directly with the Managing Director. When a concern is raised, it should be investigated. Where the concern is justified the wage, salary or sub-contractor's fee will be adjusted to meet the Living Wage.

Armada will not seek formal accreditation as a 'Living Wage Organisation'.

Reviewing

This policy is in effect, and should be reviewed within 3 years.

Signed:

Policy version:	1.1
Original policy publish date:	1 October 2023
Last review date:	21 February 2025
Reviewed by:	Steven Smith, Managing Director
Next review due:	31 December 2026