

AMH Income

| Year | Income | Expenditure |
|---------|------------|-------------|
| 2011/12 | £4,614,671 | £4,706,334 |
| 2012/13 | £4,682,318 | £4,720,366 |
| 2013/14 | £5,667,693 | £5,641,242 |
| 2014/15 | £5,874,562 | £5,961,109 |

AMH's income comes from various sources:

- EU funding through the European Social Fund
- The 5 Health and Social Care Trusts in NI
- The Public Health Agency
- Government Departments, including DEL and DHSSPS
- Employment Programmes sponsored by DEL
- Trusts and Foundations
- Big Lottery
- AMH Works, a training consultancy
- Venue hire/tenants

Salaries

AMH has over 170 staff and salaries for all are agreed as part of a salary structure approved by AMH's Nominations and Remuneration Committee, a sub-committee of our board of Trustees. The Committee draws on external advice to support decision making on salary levels (i.e. BDO was commissioned in 2013 to undertake a review of remuneration throughout the organisation).

All salaries are arranged in organisation-wide pay bands and salaries are openly stated in job advertisements.

Our approach to pay

AMH wants to recruit and retain high-calibre people to support and represent our clients. We also believe in rewarding staff fairly for the jobs that they do and fostering a positive working environment, and we believe our salaries and our terms and conditions reflect this.

People are employed at AMH on the basis of the specific skills that they bring to their particular role. For AMH to run successfully, a large range of skills and disciplines are required, and we need to pay appropriately to ensure that we can recruit people with the right skills. AMH firmly believes in trying to retain staff for the long-term, developing them and benefiting from their growing knowledge. This is in preference to the disruption and expense of recruitment, especially as many staff have detailed knowledge that is unique to them in the organisation and could not be quickly replaced. Our pay scales are set with this in mind.

Setting pay

AMH's role in working daily with vulnerable people means that the Chief Executive and all staff require a breadth and depth of expertise which requires drawing from the best talent in a competitive market. They need to be able to command the respect of their peers through their experience and their credibility. At the same time, we seek to keep salary costs under control.

Benchmarking

The Chief Executive's, senior management and staff pay is set in the AMH salary structure and reviewed by the Nominations and Remuneration Committee. The Committee aims to benchmark salaries with comparable size charities in Northern Ireland. We believe this comparison reflects the nature of the skills that we need to recruit and retain.

We don't apply any form of performance-related pay, nor do we have a bonus scheme. However the Board reserves the right to recognise staff for outstanding achievement, this process is overseen by the Nominations and Remuneration Committee. There are some annual increments to staff salaries as part of the salary structure. Staff are entitled to an extra one week's leave annually after working in AMH for 4 years.

Each year all staff, including the Chief Executive and senior managers, participate in a performance appraisal. In the case of the Chief Executive, this includes seeking feedback from the Chairman and Trustees.

Pay Levels

One staff member earned between £60,000 and £70,000.

Total remuneration figures are salary plus pension contributions. Senior management team members, like all AMH staff, are also entitled to miscellaneous benefits, such as childcare vouchers and a Westfield Health Cash Plan.

No fees were paid to any Trustee for their services as Board members; some Trustees had travel expenses reimbursed.

Pay ratio

The ratio of our highest salary to our median salary is 3.3:1.

Pay awards

Annual Cost of Living awards are approved by the Board of Trustees and any increases for the Chief Executive, managers and staff are usually at the same

percentage level. In recent years the following pay increases have been awarded to all staff:

| Year | Pay increase |
|-------------|---------------------|
| 2012 | 2.5% |
| 2013 | 3%* |
| 2014 | 2% |
| 2015 | Nil** |

* In April 2013 the Board approved a one-off award to all staff based on grade and length of service in recognition of significant organisational upheaval in the preceding years and AMH's 50th anniversary. (A skills coach/trainer at the top of their grade would have received £397.64 gross as a one-off payment).

** In June 2015 the Board approved the Implementation of a wide ranging independent review by external consultants which assessed salaries within AMH. Whilst there was no organisation wide cost of living increase for the financial year 2015/2016, many staff did receive some increase in line with the Review recommendations.

More details on AMH's finances and operations are available in our annual reports which set out in detail what we have done to support our clients.