

Purpose:

To foster a culture throughout Athena Learning Trust that is driven by our values and vision through monitoring and supporting the policies and processes that underpin effective people management. Ensuring that we operate with transparency and fairness to promote equality, diversity, inclusion and opportunity for all Athena Learning Trust employees.

The Committee takes on the responsibility of approving pay structures, and any other policies pertinent to our people, ensuring rigorous compliance with statutory requirements. Oversight extends to scrutinising and managing various other People-related matters to ensure the holistic well-being and performance optimisation of the employee community.

Executive pay and associated policies will be excluded from this committee to be covered by the remuneration committee when required.

Membership: 3 trustees.

A chair will be appointed to the committee and a clerk will be appointed.

Quorum:

3 trustees

Meetings: The committee will meet 6 times a year. Minutes of the committee's meetings will be shared with the board and made available to the public.

If the chair is unavailable, the vice chair will chair the meeting.

Monitoring: The committee will be responsible for:

- Monitoring pay decisions that fall outside of the agreed pay policy remit
- Checking that people processes operate fairly
- Being aware of the impact that pay decisions have on budgets
- Making sure pay appeals are managed in line with pay and appraisal policies
- Monitor and scrutinise key people statistics to promote challenge and improvement for the best of our people and our students
- Ensure the people strategy contributes to the overall success of Athena Learning Trust and delivers against our vision

People & Pay Committee
Terms of Reference

2025-26



- **Employee satisfaction and engagement:** Measure through surveys and feedback.
- **Employee turnover:** Track retention rates and identify trends.
- **Recruitment Metrics:** Ensuring that we effectively deliver quality hires
- **Training effectiveness:** Evaluate the impact of training programs.
- **Diversity metrics:** Track representation of different groups in the workforce.

Approval on: 8/10/25

Review by: October 2026