



Borneo Nature Foundation International

Payment Policy

Issued August 2025

This policy describes how Borneo Nature Foundation International (BNFI) compensates its board of Trustees, directors and employees to ensure that no disproportionate benefits are granted.

Policy for Board of Trustees

As per Clause 5 of the BNFI Constitution, BNFI trustees serve on a voluntary basis and do not receive any remuneration for their duties. Trustees may be reimbursed for reasonable expenses properly incurred in carrying out their role and may be covered by trustee indemnity insurance as permitted under section 189 of the Charities Act 2011.

In line with our constitution and the Charities Act 2011, trustees and connected persons may only receive any other form of payment or benefit if:

- It is expressly authorised in the governing document or approved in advance by the Charity Commission or a court.
- It is reasonable and in the best interests of the charity.
- It follows strict legal safeguards, including a written agreement and the exclusion of conflicted trustees from decision-making.

BNFI does not distribute any of its income or property by way of dividend, bonus, or profit to trustees, members, or connected persons.

Any trustee payments or benefits made under these provisions will be fully disclosed in our annual accounts and trustees' report.

Policy For BNFI Staff

1. Principles

This policy applies to all BNFI staff, including senior staff such as the CEO and Executive directors.

Remuneration is set to attract, retain and motivate staff whilst maintaining value for money for the charity's beneficiaries and donors.

No profit-sharing payments are awarded.

Remuneration is market-aligned, taking into account comparable roles in the charitable sector and other relevant benchmarks.

Salaries are reviewed periodically, at minimum every June, to ensure continued alignment with the market and charity objectives.

2. Governance and decision-making

The Board of Trustees determine the remuneration policy for the CEO and Executive Directors.

The Board of Trustees delegates to the CEO responsibility to implement the Pay Framework for other employees. The CEO ensures the salary decisions are consistent with the framework, budget constraints and charity objectives. Any adjustments to senior salaries or exceptions to the framework must be approved by the Board of Trustees.

3. Salary Structure

BNFI uses a Pay Framework based on roles, responsibilities and market comparators. The framework defines salary bands for:

- Up to Officer or equivalent (Coordinator/ Lead/ Advisor): roles focused on operational delivery, project coordination, and support functions
- Manager or equivalent (Senior Lead/ Head of): roles with line management responsibilities, project leadership and budget oversight
- CEO / Executive Directors: executive roles responsible for strategic leadership, organisational performance and compliance oversight

4. Transparency and reporting

In line with the UK Charity Commission, charities with an annual income over £500,000 must report the number of employees in salary bands of £60,000 and above. Such information must be disclosed in the charity's annual report and accounts. Currently, no director or employee receives a gross annual salary of £60,000 or more.

5. Non-financial benefits

In addition to salaries, BNFI provides reasonable non-financial benefits such as pension contributions, training opportunities and flexible working arrangements, in accordance with the charity staff handbook and annual budget.

6. Review and compliance

This policy is reviewed annually to ensure compliance with charity law, employment law and best practice guidance.

Any significant changes to remuneration levels, structures or policies require board approval.

The CEO ensures day-to-day compliance and equitable implementation of the pay framework.