

# REQUEST FOR PROPOSALS

<b>Assignment title</b>	UK Contracted Reward Review
<b>Delivery location(s)</b>	Remote, with travel to MAG's office in Manchester as necessary to deliver the Terms of Reference / selected proposal.
<b>Contracting organisation</b>	Mines Advisory Group (MAG) UK registered charity number: 1083008 Address: Suite A, 2 Hardman Boulevard, Spinningfields, Manchester M3 3AQ
<b>Expected start date</b>	May 2026 or as soon as possible thereafter, subject to procurement and contracting.
<b>Contract type</b>	Consultancy agreement
<b>Indicative timeframe</b>	Approximately May to September 2026, aligned to MAG's governance milestones.
<b>Contact</b>	Louise McDonald, Director of People and Culture <a href="mailto:Louise.McDonald@maginternational.org">Louise.McDonald@maginternational.org</a>

## 1. Background context

MAG undertook a limited review of its **UK contracted** salary ranges in 2025, resulting in minor across-the-board cost-of-living increase approved by the Board and implemented from 1 January 2026. MAG has also agreed to undertake a more comprehensive review in 2026, supported by an external reward specialist, to develop recommendations for an updated **UK Contracted** reward framework, including overall strategy and policy.

These Terms of Reference relates to sourcing and appointing external and expert support for this project: the substantive diagnostic, design and options development. The review sits within MAG's wider People & Culture strategy and strategic risk management, including attraction and retention of key skills, affordability, transparency, and alignment with organisational priorities.

MAG is therefore seeking an experienced reward consultant or consultancy team to provide external technical support, challenge, and specialist expertise to inform you of the design of a revised reward framework for **UK contracted** staff.

## 2. Purpose of the assignment

The purpose of this assignment is to support MAG to review and redesign key elements of its UK contracted reward framework so that it is aligned with organisational strategy, and remains fair, explainable, market-aware, operationally usable, financially sustainable, and fit for MAG's future organisational needs.

The assignment is expected to combine diagnostic review, technical analysis, options development, stakeholder engagement, and practical implementation planning.

## 3. Scope of the review

- **In scope:** UK contracted staff, per the definition provided in annex 1.
- **Out of scope:** locally contracted programme reward frameworks.

The review should be undertaken on the basis of the following current assumptions:

- MAG will remain a Real Living Wage employer for UK-based roles.
- Any agreed changes are likely to be implemented in a phased way, potentially over multiple years.
- MAG's current stated reward principles are expected broadly to remain, even if the policy, guidelines, and framework design change.
- MAG wishes to preserve a 'no detriment' principle for transition, unless exceptional circumstances are separately identified and agreed.

#### **4. Review objectives**

- Review whether MAG's current reward architecture remains fit for purpose for the size, shape, and complexity of its UK contracted workforce.
- Identify where the existing framework creates unnecessary complexity, administrative burden, poor explainability, inequity risk, or barriers to movement and progression.
- Develop practical options for a revised reward framework that improve simplicity, transparency, consistency, and usability, while remaining proportionate and affordable.
- Provide advice that is grounded in relevant market practice but calibrated appropriately for MAG as an international humanitarian organisation.
- Support MAG to move from diagnostic review to implementable recommendations, including cost modelling, phasing, and risks.

#### **5. Core areas for review**

The key structure of the work should reflect the areas agreed internally by MAG. Prospective consultants should respond to these core elements in their proposal.

##### **a) Reward policy and reward principles**

Review MAG's current reward policy and principles and advise whether they remain fit for purpose. Consider whether they enable MAG to respond appropriately to future organisational, labour market, and external-context challenges.

##### **b) Structural design**

Review the current job family model, the number of grades, and the relationship between job families and grades. Consider whether the present architecture remains proportionate, coherent and user-friendly, including whether broader grade bands or a simplified architecture would better support consistency, mobility and administration.

##### **c) Job evaluation approach and methodology**

Review and validate MAG's current job evaluation approach, including grade descriptors, methodology, and practical application. Identify any areas where the current model creates ambiguity, inconsistency or unnecessary complexity, and advise on options for refinement or redesign.

##### **d) Pay structure and progression**

Review the current approach to salary ranges, salary points, increments, and progression. Assess the strengths and limitations of the current incremental model and advise whether MAG should retain increments, amend them, or move toward broader grade ranges and different progression controls. Consider benchmarking approach and how MAG should position itself against relevant comparator markets.

##### **e) Allowances and modular reward elements**

Review the purpose, rationale, and continued value of existing allowances and modular reward elements, particularly within programme international / UK contracted international terms. Advise on opportunities to simplify the framework, reduce the number of allowances, and incorporate elements into base salary where appropriate, while considering fairness, mobility, retention, operational realities, and transition implications.

## 6. Service provider responsibilities

The consultant will be expected to undertake activities broadly along the following lines. Prospective providers may propose refinements where they believe a different sequencing or methodology would improve the outcome.

- Review relevant MAG documentation, including current reward policy/guidelines, job family architecture, grade descriptors, allowance guidance, sample job descriptions, and prior internal review papers.
- Undertake a structured diagnostic of the current framework, identifying strengths, risks, areas of inconsistency, administrative burdens, and design issues.
- Engage with relevant internal stakeholders to understand pain points, objectives, and implementation constraints. This should include meetings with relevant key stakeholders (Director of People and Culture, Director of Programmes, Programme Delivery Director, Director of Programme Quality Team and others).
- Test the current framework against MAG’s organisational priorities, DI considerations, operational needs, and affordability constraints.
- Advise on relevant market positioning and benchmarking approaches, including where bespoke benchmarking may be required for specialist technical and mechanical roles distinct to the Mine Action sector.
- Develop a clear set of design options, with commentary on advantages, disadvantages, affordability, transition issues, implementation complexity, and legal / compliance considerations.
- Recommend a preferred direction of travel for MAG, supported by rationale.
- Support budget modelling and indicative implementation planning.
- Present findings and recommendations in a way that is clear and usable for executive and committee-level decision-making.

## 7. Expected methodology and approach

MAG is open to different methodological approaches, but proposals should set out a clear and proportionate methodology. This should normally include:

- document review and framework analysis.
- diagnostic interviews / workshops with key stakeholders.
- technical review of grading and progression design.
- benchmarking or market calibration approach, where relevant.
- options development and testing.
- cost modelling / affordability analysis.
- implementation planning and governance support.

The consultant should be explicit about where advice will be based on market benchmarking, where it will be based on reward design expertise, and where separate specialist advice may be needed.

## 8. Deliverables

MAG expects the assignment to produce a set of practical outputs suitable for decision-making and later implementation planning.

Deliverable	Description
Diagnostic report	A concise assessment of MAG’s current UK contracted reward framework, setting out strengths, issues, risks, design tensions, and priority areas for change.

<b>Options paper</b>	A structured options appraisal covering the core areas in scope, including clear recommendations and rationale.
<b>Indicative framework design</b>	High-level proposed architecture for the future framework, for example job families/grades, job evaluation refinements, progression approach, and treatment of allowances.
<b>Financial modelling</b>	Indicative cost modelling and affordability implications of shortlisted / recommended options, including implementation assumptions where possible.
<b>Implementation and transition roadmap</b>	A practical high-level roadmap covering phasing, dependencies, key decisions, risks, communication considerations, and any proposed transitional protections.
<b>Presentation materials</b>	A clear presentation or executive summary suitable for discussion with PCRC, AFRC and/or Board-facing audiences if required.

## 9. Indicative timeline

MAG's current internal timetable anticipates the following broad sequence, subject to confirmation:

Activity	Timing
Selection of external support and final scoping	April - May 2026
Diagnostic review of existing framework	May - July 2026
Development and testing of options / proposed solutions	July - August 2026
Budget modelling and implementation planning	August - September 2026
Presentation of recommendations to internal governance	September 2026

Prospective consultants should propose a realistic delivery plan within this broad timeframe, highlighting any assumptions, dependencies, or sequence they would recommend.

## 10. Eligibility and profile requirements

- Demonstrable expertise in reward framework review and design, including grading architecture, job evaluation, pay structures, progression approaches, and allowances benefits.
- Strong understanding of reward design in mission-driven, not-for-profit, international, or otherwise complex organisations; including humanitarian sector experience.
- Ability to work with both UK based and internationally deployed / geographically mobile populations within a single framework.
- Credible benchmarking capability. Access to appropriate market data sources relevant to MAG's workforce would be advantageous.
- Strong analytical and modelling capability, including ability to translate design options into indicative cost and implementation implications.
- Ability to apply a DI lens to reward design and identify potential structural bias or inequitable outcomes.
- Strong written and verbal communication skills, with ability to present complex reward matters clearly to non-specialist stakeholders and governance bodies.
- Ability to deliver in English and to handle confidential people and pay data securely.

## 11. Proposal submission requirements

Quotations and applications must reach MAG no later than 8th May 2026. **Responses must be submitted in English, electronically through our applicant tracking system.**

- overview of the proposed methodology and workplan.
- Description of relevant experience and credentials of the lead consultant(s).
- examples of comparable assignments, particularly reward framework reviews of similar complexity.
- proposed timeline and indicative days / effort by phase.
- financial quotation, including fee basis, number of days, rates, and any additional costs.
- key assumptions, exclusions, dependencies, and any recommendations to refine the scope.
- confirmation of availability within the anticipated timeframe.

### Proposals should be submitted by 8<sup>th</sup> May 2026

Prospective consultants may request additional information from MAG in order to develop their proposals. Requests should be submitted to the email address provided above, and MAG will give each request reasonable consideration based on principles of confidentiality.

Other information is available on our website, [www.maginternational.org](http://www.maginternational.org) including:

- [Annual Reports](#)
- [MAG's organisational strategy](#)

## 12. Additional information

- I. MAG expects to provide the selected consultant with relevant internal documentation, which is likely to include current reward policy/guidelines, job family and grade information, job evaluation materials, current salary structures, relevant allowance guidance, and prior internal papers related to the review.
- II. In order to prepare proposals, **MAG can arrange briefing sessions for prospective consultants**, to provide further information on our existing reward framework, including the areas outlined in point 1, above. To arrange a briefing session, please contact Louise McDonald, Director of People and Culture at [Louise.McDonald@maginternational.org](mailto:Louise.McDonald@maginternational.org).
- III. MAG welcomes pragmatic recommendations from prospective providers on how best to structure the assignment so that it remains proportionate, robust, and decision useful.
- IV. This document is intended as a first-draft ToR for market engagement and may be refined before final issue.

## Annex 1: Definitions

UK contracted roles fall within one of the following four categories:

<b>Programme International</b>	<b>International Terms and Conditions – Programme International</b> Used where MAG is unable to recruit a suitably qualified and experienced national in that country and <i>requires</i> the employee to be based in a MAG location(s) which is not their country of domicile.
<b>Roving</b>	<b>International Terms and Conditions - Roving Employees</b> Used where MAG requires an individual to spend >60% of their working time in MAG programmes / locations but spends the rest of their working time (and deploys from) their normal country of domicile. Adjustments to terms and conditions may be required to ensure compliance with the rules of the normal country of domicile.
<b>Remote</b>	<b>UK Terms and Conditions – Remote (may be remote from within the UK, or outside it, depending on scarcity of talent)</b> Used where a role which would normally be ‘UK Based’ meets the criteria to be considered as eligible for ‘remote’ working. This is normally based on recruitment challenges and role specialism, as well as benefit to MAG to incur additional costs related to the role. Adjustments to terms & conditions may be required to ensure compliance with the rules of the normal country of domicile. Where the role is being completed by a local national within a MAG programme country, the job evaluation and reward framework of the MAG programme will apply, however MAG retains the discretion to award additional salary/allowances where necessary and appropriate, and where the programme job evaluation/reward framework does not adequately allow for consideration of roles which have broader organisational impact.
<b>Manchester Based</b>	<b>UK Terms and Conditions – Manchester Based</b> Used for all other roles, which are not required to be based in a programme, are not roving, and do not meet the criteria to be considered as Remote.

