

REMUNERATION POLICY FOR REMUNERATION COMMITTEE REMIT GROUP

1. Introduction

1.1 The Remuneration Committee is responsible for all issues in relation to senior staff pay and reward, including reviewing and making decisions on the remuneration, benefits and conditions of employment of the Vice-Chancellor's Executive team, the remit group. Remuneration Committee takes into account affordability and comparative information on the remuneration, benefits and conditions of employment in the University sector and elsewhere as appropriate. This will enable the University to:

- Recruit and retain the highest quality academic and professional services leaders.
- Set appropriate performance targets and incentives for these leaders to develop the continued success of the University.
- Effectively monitor the outcomes and the way in which they are achieved.

1.2 The Committee has agreed a Remuneration policy for the University designed to improve transparency of senior pay and to support and motivate our senior talent.

1.3 The Remuneration policy sets out the following overarching principles which guide the decisions taken by the Committee on Executive remuneration:

- Clarity and transparency on how pay is determined, and the total compensation elements received.
- Reward exceptional effort and competency in current role through clear performance review measures that take account of team and individual effort.
- Ensure Gender underrepresentation and equality issues are considered in decision making.
- Ensure talent development and succession planning is an integral part of the reward process.
- Base reward decisions on current market data, Institutional performance and affordability.

1.4 The Remuneration Committee's decisions are informed by the CUC "Higher Education Senior Staff Remuneration Code" (which the Office for Students requires the University to consider).

2. The Remit Group

2.1 This policy applies to those within the remit group and currently covers:

- Vice Chancellor and President
- Deputy Vice Chancellor and Provost
- Chief Operating Officer, Registrar and University Secretary

- Pro Vice-Chancellor and Executive Deans
- Pro Vice-Chancellor, Research and Enterprise
- Pro Vice-Chancellor, Global Engagement
- Pro Vice-Chancellor, Education and Students

- Chief People Officer
- Chief Financial Officer
- Chief Property Officer
- Chief Information Officer
- Executive Director of Global Engagement
- Executive Director of Strategic Communications & Marketing
- Executive Director of Strategic Planning & Transformation

3. Total Remuneration

- 3.1 The total remuneration for the remit group will be based on market data, generally on the market median. This data will be taken from the Russell Group using two sources, the annual report on senior pay in the sector published by Universities and Colleges Employers Association (UCEA) and the survey of Russell Group Institutions conducted by Korn Ferry. Other appropriate market data will be sought as required including beyond higher education, for example international data, and will reference prevailing market levels.
- 3.2 Appointment or progression decisions above the market median will be based on a case by case basis with reference to exceptional performance, potential for flight in a buoyant market and desire to recruit an exceptional academic or senior professional services leader who will enhance the University's reputation.
- 3.3 When determining the total remuneration for staff in the remit group the total reward element of the package including USS pension contributions should be considered including any other awarded benefit, for example additional annual leave, travel expenses cover, to ensure transparency and equity of reward.

4. Annual performance review

- 4.1 Each remuneration cycle will consist of objective setting by the Vice Chancellor (Chair of the Board of Trustees for the Vice Chancellor, in consultation with Board Committee Chairs) or appropriate Executive officer. The objectives will be team and individual based, should enhance the performance and resilience of the University and of the individual, and be related to the University Strategy 2030 . Completion of the objectives will be measured regularly with a final report on performance of the remit group being discussed at the September meeting of the Remuneration Committee in order to confirm the annual pay award and determine any exceptional performance pay enhancement.
- 4.2 Members of the remit group have no automatic right to the nationally agreed pay award and a decision will be taken each year in relation to awarding the national pay award to the remit group. This will be based on Institutional performance and affordability.

This policy was first approved by the Remuneration Committee in January 2019
 Latest update: 5th March 2024 (approved by the Board of Trustees 22 March 2024)