

UNIVERSITY BOARD

REMUNERATION COMMITTEE

PRINCIPLES FOR THE REMUNERATION OF SENIOR POST-HOLDERS

This document should be read in conjunction with the Committee's Terms of Reference and Operating Framework

Principles for setting remuneration for the Vice-Chancellor

- The Chair of the University Board receives an annual summary of Vice-Chancellor pay, produced independently by the Committee of University Chairs (CUC). The report, provides a summary of the pay and benefits for Vice-Chancellors in the UK, is summarised for the Remuneration Committee and includes detailed comparisons with 10 comparator institutions that are determined by the Remuneration Committee.
- A remuneration range is defined for the Vice-Chancellor using data that is compiled independently by UCEA. The range is to be reviewed annually by the Remuneration Committee taking consideration of a range of factors including cost of living expectations, market conditions and updated UCEA data.
- Objectives are developed for the Vice-Chancellor by the Chair of the University Board based on the agreed strategic plan. The objectives are based on delivering the strategy (and the relevant KPIs) and will contain both short (one year) and long term (multiple year) objectives.
- The Vice-Chancellor will be assessed annually by the Chair of the University Board for their individual performance against agreed objectives measured through a performance management framework (informed by regular, documented performance reviews and taking into consideration performance from appointment to the role onwards).
- A performance summary report will be presented by the Chair of the University Board to the Remuneration Committee for consideration. The report will be confidential to the Remuneration Committee.
- The Chair of the University Board will propose a salary position for the following year for consideration by the Remuneration Committee. The Remuneration Committee will decide the outcome.
- In addition, one off, non-consolidated honorarium payments may be recommended by the Chair of the University Board. The Remuneration Committee will decide the outcome.

Principles for Senior Post Holders Remuneration (excluding the Vice-Chancellor and the Clerk to the University Board)

- A remuneration range is defined for each Senior Post using data that is compiled independently by UCEA. These ranges are to be reviewed annually by the Remuneration Committee taking consideration of a range of factors including cost of living expectations, market conditions and updated UCEA data.
- Objectives are developed for individuals by the Vice-Chancellor based on the agreed strategic plan. The objectives will be based on delivering the strategy (and the relevant KPIs) and will contain both short (one year) and long term (multiple year) objectives.
- Individuals will be assessed annually by the Vice-Chancellor for their delivery of their objectives (informed by regular, documented performance reviews and taking into consideration performance from appointment to the role onwards).
- A performance summary report will be presented by the Vice-Chancellor to the Remuneration Committee for consideration. The reports will be confidential to the Remuneration Committee.
- The Vice-Chancellor will propose a salary position within the range for each individual for the following year for consideration by the Remuneration Committee. The Remuneration Committee will decide the outcome.
- In addition, one off, non-consolidated honorarium payments may be recommended by the Vice-Chancellor. The Remuneration Committee will decide the outcome.

Remuneration Ranges for Senior Post Holders Remuneration (excluding the Vice-Chancellor and the Clerk to the University Board)

The current UET structure (excl. the VC), based on previous analysis agreed by the Remuneration Committee, can broadly be considered in three groups:

- Deputy Vice-Chancellor & Provost - Significant breadth and depth
- Chief Operating Officer - Significant breadth and depth
- Chief Finance Officer - Significant depth, plus BU Board Member
- Chief People Officer - Significant depth
- Pro Vice-Chancellor, Deans - Significant depth

The Committee is presented with a salary range for each group, on an annual basis, as set out below:

- Salary range for DVCP based on the UCEA report for 'All Institutions' plus the anticipated cost of living (CoL) pay increase.
- Salary range for COO based on the UCEA report for 'All Institutions' plus the anticipated CoL pay increase.
- Salary range for CFO based on the UCEA report for 'All Institutions' data for salary range of a Finance Director at the upper quartile point plus the anticipated CoL pay increase.
- Salary range for CPO based on the UCEA report for 'All Institutions' plus the anticipated CoL pay increase.

- Salary range for PVC, Deans based on the UCEA report for 'All Institutions' plus the anticipated CoL pay increase.

Principles for setting remuneration for the Clerk to the Board

The process for setting the remuneration for the Clerk to the University Board remains unchanged and is line with practice for other staff employed on NSS terms and conditions.

Original version approved by the Remuneration Committee, 23rd November 2017 and updated 27th February 2020, 31st March 2023, 22nd October 2025 and 19th March 2026.