



Annual Remuneration Report 2024

1. Introduction

- 1.1 In November 2021, the Committee of University Chairs (CUC) reissued The Higher Education Senior Staff Remuneration Code. This document sits within the overarching Higher Education Code of Governance, which outlines the core values underpinning good governance, namely integrity, sustainability, inclusivity, excellence, innovation, and community. These values, together with the Nolan Principles of Public Life, provide an ethical framework for determining the remuneration of all staff, including those at senior levels.
- 1.2 The framework is intended to guide remuneration decisions made by the Remuneration Committee. In 2023, the University confirmed its commitment to applying the principles set out in the CUC Higher Education Senior Staff Remuneration Code.

2. Approach to Remuneration for Senior Staff:

- 2.1 The Remuneration Committee monitors the performance of Officers of the University (including the Vice-Chancellor) and members of the University Executive Group to either determine or have oversight of their remuneration and conditions of service.
- 2.2 Senior Staff whose remuneration is determined by the Committee are:
- The Vice-Chancellor
 - Pro Vice-Chancellor (Academic) and Provost
 - Chief Financial Officer
 - Registrar and Chief Administrative Officer
 - Secretary to Council
- 2.3 For “Other Senior Staff” the Remuneration Committee will only seek oversight of their remuneration packages. Other senior staff for these purposes are:
- Executive Faculty Deans
 - Deans of Schools
 - Director of Human Resources
 - Director of Digital Transformation and IT
 - Director of Marketing
 - Director of Collaborations and Business Development
 - Director of Estates

3 Remit and Membership of the Remuneration Committee

- 3.1 In relation to the remuneration of the Vice-Chancellor and other members of the University Executive Group, the Remuneration Committee will consider the following factors:
- The need to balance a range of considerations, including the current challenging external environment, public perception of senior salaries in higher education, the University’s financial position, and the need to attract and retain high-calibre senior leaders.

- The size, scope, and complexity of each role.
- Relevant benchmark data, such as that provided by the Universities and Colleges Employers Association (UCEA) and the CUC Vice-Chancellors' Salary Survey.
- Pay increases awarded to other staff within the University.

3.2 Remuneration packages for the Vice-Chancellor and those identified as Senior Staff under Section 2.2 are determined by the Remuneration Committee.

3.3 For those designated as "Other Senior Staff" under section 2.3, the Remuneration Committee retains oversight of their remuneration arrangements.

3.4 Salary adjustments for senior staff, whether arising from an annual pay award or spine point increase, are subject to approval by the Remuneration Committee. The Committee also maintains oversight of any staff member earning over £100,000 per annum prior to the implementation of any salary increase.

4 Approach to Remuneration for Staff:

4.1 To ensure that clear and consistent policies and procedures are in place for the approval of recruitment, contractual changes and salary increases for University staff, a Recruitment Panel was established in 2021. The Panel supports a fair, transparent, and consistent recruitment process across the institution.

4.2 In 2022, the University implemented the Higher Education Role Analysis (HERA) system to support objective and consistent job evaluation. HERA provides a structured framework for assessing the responsibilities, skills and demands of each role, ensuring that grading and remuneration decisions are equitable and evidence based.

4.3 Within the HR Department, there are five trained internal role analysts who input data provided by the Recruiting Manager into the HERA system. Two analysts evaluate all roles independently, and scores are reviewed before a final pay band is confirmed.

5 Pay and Grading

5.1 Each post is evaluated using the HERA framework and the outcome of this evaluation determines the appropriate pay band. Once the pay band is established, the corresponding spin point (SP) is identified in accordance with the University's approved pay and grading structure.

5.2 Salary progression within each grade would normally occur through the Promotions, Progression and Regrading cycle.

6 Monitoring of Pay-Related Decision making for Staff

6.1 To effectively monitor the University's commitment to fairness and transparency, the Recruitment Panel considers:

- HERA grading
- Corporate and Professional Services Promotions, Progression and Regrading
- Academic Promotions and Progression
- Recommendations arising from equal pay issues
- Staffing rations in line with FTE equivalents

- Financial performance
- The nature of the HE markets and issues of recruitment and retention.

7 Annual Pay Awards

7.1 Where able the University offers an annual salary award, in 2024 the University awarded a scaled salary spine point increase to all staff, ranging from £1,000 to £500. This approach was presented to the Finance and Resource Committee (FRC) for approval.

8 Benchmarking Pay and Job Evaluation

8.1 The University uses a range of benchmarking data to inform decisions on pay and remuneration, the four main sources are:

- HERA
- UCEA Annual Senior Staff Remuneration Survey (SSRS)
- CUC Annual Vice-Chancellors Salary Survey
- UCEA Salary Survey of Higher Education Staff (Brightmine)

8.2 The University participates annually in the UCEA Senior Staff Remuneration Survey, which supports institutions in making evidence-based decisions on senior staff pay. The 2024/2025 survey draws on confidential data provided by 151 higher education institutions and analyses the salaries of approximately 36,000 senior staff.

For the purposes of this survey, senior staff are defined as:

- Academic Roles: from Professor level through to Head of Institution.
- Corporate and Professional Services roles: including Chief Operating Officer, Chief Financial Officer, Registrar, Secretary, and Directors or Senior Heads of major functions or group of functions.

8.3 In 2024, the University also participated in the UCEA Staff Remuneration Survey. A total of 124 institutions contributed data to this survey, which analyses pay for almost 345,000 staff across the higher education sector. Participation provides the University with access to an online benchmarking platform managed by Brightmine, enabling ongoing comparison and analysis.

9 Bonus Pay

9.1 The University does not have a bonus policy or framework.

10 Performance Related Pay

10.1 The University does not have a policy on performance-related pay for any staff members.

11 The Remuneration of the Vice-Chancellor

11.1 The Remuneration Committee determines the salary of the Vice-Chancellor, considering the nature and scope of the role, the size and complexity of the institution, market benchmarking data, and the individual's performance. The Chair of Council conducts an annual appraisal of the Vice-Chancellor's performance for the preceding year and agrees objectives for the following 12-month period. This review normally takes place at the end of each calendar year.

11.2 The Vice-Chancellor's current salary remains below the lower decile for Heads of Institution within the HE sector, based on UCEA 2024/2025 benchmarking data for institutions identified as relevant comparators by total income generated.

11.3 During the 2024 financial year, the Vice-Chancellor did not receive any bonus or performance-related payments. Such payments are not contractually included within the Vice-Chancellor's remuneration package.

11.4 In line with the requirements of the Office for Students (OfS), the University reports the Vice-Chancellor's total earnings as a ratio against the median of all staff pay. This ratio will continue to be published to ensure transparency and compliance with OfS expectations.

11.5 Both the OfS and the Committee of University Chairs (CUC) provide methodologies for calculating pay multiples, which differ significantly. To ensure consistency across reporting, the University has adopted the OfS methodology, enabling alignment between the figures presented in the financial statements and those included in this report.

Financial Year	2024	2023
Salary of Vice-Chancellor (VC)*	£175,888	£175,138
Taxable Benefit (Accommodation)	£17,120	£16,425
Pension Contribution to USS	£25,504	£37,830
Pay Multiple of the VC's basic pay against the median salary of staff*	4.42	6.96
Pay Multiple of the VC's total pay against the median total remuneration of staff*	5.11	8.68

*Where the median pay is calculated on a full-time equivalent basis for the salaries paid by the University to its staff

** Where the median total remuneration of staff where the median total remuneration is calculated on a full-time equivalent basis for the total remuneration by the University of its staff.

As a condition of employment, the Vice-Chancellor is required to reside on the University campus to enable the full and effective discharge of their duties. The University recognises the significant value derived from the Vice-Chancellor's on campus presence. The provision of accommodation is treated as a taxable benefit, and its value has been calculated in accordance with HMRC benefit in kind rules.

12 External Appointments and Expenses

12.1 The Secretary to Council maintains a Register of Interests in which any pecuniary or non-pecuniary interest may be recorded. Members of Council and senior post holders are encouraged to register interests where a potential or perceived conflict may arise.

12.2 It is the responsibility of all colleagues and members of Council to ensure that their entries on the Register of Interests are accurate and up to date. The Register is reviewed annually by the Secretary to Council and the Director of Human Resources, for staff members.

12.3 Any additional external roles undertaken by the Vice-Chancellor require the prior approval of the Chair of Council. The Vice-Chancellor does not receive income from any external bodies.

12.4 The University has an Expenses policy in place, which is applicable to all colleagues.

13 Pension Schemes

13.1 The University regards pension provision as an important and integral component of the total remuneration package for all colleagues. The University currently operates three schemes:

- Universities Superannuation Scheme (USS)
- Aviva Pension Scheme – Salary Sacrifice Scheme
- National Employment Savings Trust (NEST)

14. Equality Considerations

14.1 The University published a gender pay gap report in April 2025.

15. Severance Arrangements

15.1 The CUC [Higher Education Remuneration Code 2021](#) requires that any severance payments be reasonable and justifiable. Institutions must ensure that all payments comply with contractual obligations and that the rationale for each payment can be clearly explained.

15.2 Controls are in place to ensure that the use of settlement agreements is subject to appropriate levels of authorisation. Any associated payments must be proportionate and justifiable in the context of the circumstances of the case.

15.3 Severance payments for the Vice-Chancellor require the prior approval of the Remuneration Committee.

15.4 No severance or compensation for loss of office payments were made to members of key management personnel during the 2024 financial year.