

## 2023/2024 Annual Report of the Remuneration Committee

### Introduction

This report summarises the business of the Remuneration Committee for the academic year to 31 July 2024 and sets out how the Committee has discharged its responsibilities as set out within the approved, and published, [terms of reference](#).

The report is prepared for members of the Board of Governors, but it is also published on the University website as part of our ongoing efforts to ensure the transparency of governance processes within the institution.

### Terms of Reference and Membership

#### Purpose

The Remuneration Committee is responsible to the Board of Governors for setting a framework for the pay and conditions of all staff and the appointment, assignment, grading, appraisal, suspension, dismissal and determination of the pay and conditions of service of holders of senior posts. The Remuneration Committee also has oversight of developments regarding the Vice-Chancellor's senior team, the Vice-Chancellor's direct line reports and the Pro Vice-Chancellors.

#### Membership

The Remuneration Committee terms of reference allow for six Independent Governors: the Chairs of the Board of Governors and its three major committees: Audit, Risk and Assurance, Finance, Estates & IT and People, Culture, Quality and Standards. An Independent Member nominated by the Chair of the Board of Governors and agreed by the Board serves as Chair of the Committee.

The members of the Committee for the period were:

Richard Bacon  
Jenny Body  
Laura Claydon (Chair)  
Ian MacKenzie  
Jamie Paddon.

Jenny Body became Deputy Chair of the Board of Governors on 21 September 2021 and continued as Chair of the People, Culture, Quality and Standards Committee, hence there being 5 and not 6, members.

The Clerk to the Board of Governors, Dr Jodie Anstee attends the meetings of the Committee as does Dan Wood, Chief People Officer. Where appropriate, the Director of People & Organisation Development (OD), Alison McIver, and the Head of Employee Relations, Martin Augustus, also attend.

The Committee continued to secure the services of Julie Alderdice, a representative of Korn Ferry, Hay Group, to ensure the provision of independent expert advice. Ms Alderdice attends at the invitation of the Committee when business pertinent to her area of expertise is being considered. Ms Alderdice attended the meetings held on 30 October 2023, 29 January 2024 and 22 May 2024.

At the Committee's invitation, during the year the Vice-Chancellor attended for items related to the following:

- Loss of office payments.
- Senior manager pay progression (this is not applicable to the Vice-Chancellor).
- Review of performance of senior post holders (excluding Vice-Chancellor performance).
- Items relating to external appointments of senior staff (excluding Vice-Chancellor external commitments unless requested by the Committee).
- Senior staff expenses.

The Committee was supported during the year by Christine Gledhill, Head of Governance and Deputy Clerk to the Board of Governors.

#### Declarations of Interest

The Committee routinely received declarations of interest from the Clerk to the Board of Governors, the Chief People Officer and the Director of People and OD, with a decision made on a case-by-case basis as to their attendance for the related items at the meeting.

These individuals absented themselves from discussions that directly related to their performance and/or emoluments. Those in support of the Committee do not remain present when matters relating to their own remuneration and objectives, and those of their managers are discussed. The Committee's Independent Advisor absented from discussion of the performance of the Vice-Chancellor and the setting of his objectives.

#### **Committee Meetings**

The Remuneration Committee met seven times during the 2023/2024 academic year, on:

Monday 30 October 2023.

Friday 24 November 2022 (additional).

Tuesday 28 November 2023 (reconvening of 24 Nov meeting).

Monday 29 January 2024

Wednesday 22 May 2024.

Friday 14 June 2024 (additional).

Tuesday 2 July 2024 (additional).

The Committee was quorate on each occasion.

The minutes of the meeting held in October were shared with the Board of Governors at its meeting in November 2023, and those for the two additional November 2023 meetings, and for the January 2024 meeting were shared with the Board at its meeting in March 2024. The minutes of the meetings held in May and June were shared with the Board in July 2024.

At each meeting of the Board of Governors, the Committee Chair provided Lay Members with a commentary of discussions held at the most recent meeting(s) with the Committee minutes having been shared with Lay Members via protected email. The minutes of the meeting held in July were not ready in time for the Board meeting held later that day, but the discussions of that meeting, and of the meetings held May and June were summarised in the Committee's assurance report, presented by the Committee Chair.

With the exception of that held on 28 November 2023, all meetings were held virtually using Microsoft Teams.

## **Business during the Year**

### 30 October 2023

The primary purpose of this meeting was to:

- Review the Terms of Reference, Membership and operating arrangements for the Committee.
- Update on pay negotiations.
- Review the annual summary of the External Appointments held by Tier 1 and Tier 2 staff, including new appointments for Tier 2 staff approved by the VC and the DVC and Provost.
- Review of senior staff expenses.
- Finalise the Committee's annual report to the Board of Governors.
- Review the framework for the pay and conditions of all staff.
- Review the remuneration commentary for inclusion in the University Annual Report and Financial Statements for 2023/2024.
- Receive the senior management pay demographics distribution annual report.
- Loss of office payments made since the previous meeting, including annual oversight of any aspects of inconsistency from an EDI perspective. None were reported.
- VC and VCE objectives.

### 24/28 November 2023

The primary purpose of these meetings was to consider VCE team roles.

### 29 January 2024

The primary purpose of this meeting was to consider the following:

- Review of performance of and objectives setting for Tier 1 post holders.
- Senior manager pay progression.
- Update on national pay bargaining.
- Termly summary of new Tier 2 External Appointment requests made to the VC and DVC and Provost.
- VC performance against renewed objectives and proposed appraisal process.
- Loss of office payments made since the previous meeting.

- Succession planning.

#### 22 May 2024

The primary purpose of this meeting was to consider the following:

- National pay negotiations latest position.
- Review of VC performance and objectives setting.
- Review of VC and DVC remuneration.
- Termly summary of new Tier 2 External Appointment requests made to the VC and DVC and Provost.
- Review of senior staff expenses.
- Loss of office payments made since the previous meeting.
- Succession planning.

#### 14 June 2024

- Cases arising from the Voluntary Severance Scheme that fell within the remit of the Committee.

#### 2 July 2024

- Cases arising from the Voluntary Severance Scheme that fell within the remit of the Committee.

### **Institutional Performance and Market Position**

UWE Bristol is a modern civic university, with students at the heart of everything it does. The University's priority is to deliver an outstanding university experience for its students through innovative, practice-led, research informed learning. Our ambitious 2030 strategy is focused on transforming futures – from powering the future workforce to helping local economies thrive, to shaping the health and sustainability of our communities and creating solutions to solve global challenges.

UWE Bristol is a large and complex university which offers over 600 courses at undergraduate and postgraduate levels, and in professional development, delivered across a number of campuses in Bristol and through transnational education (TNE) provision across the globe. The University provides TNE opportunities through 15 partner institutions in 10 different countries. In 2023-2024 11,600 students were studying with the University through its TNE provision.

The University has a total of 42,600 students from over 160 countries and is rated gold in the Teaching Excellence Framework for the student experience aspect. For the student outcomes aspect the University was awarded a 'silver' rating, achieving an overall award of 'silver'. 84% of the University's research is rated as having an outstanding or considerable impact – including the development of personally adaptive robotic systems to support independent living for the elderly and reaching millions of young people with body confidence education.

The University has maintained strong financial performance against target, whilst recognising there are significant financial pressures across the sector going forward. The University is approved on the Office for Students Register of Providers with no ongoing conditions of registration. In terms of financial size and performance, UWE Bristol is one of the larger British universities.

The University employs over 4,700 staff and contributes over £500m a year to the local economy. This includes leading the development of the highly successful multi-million pound University Enterprise Zone (UEZ) which opened in 2016 to offer offices, labs and co-working spaces for entrepreneurs, innovators and high tech businesses.

Professor Sir Steve West, CBE has been the University's Vice-Chancellor since 2008, and has developed and led an ambitious strategy for the University to achieve the successes highlighted above and is driving forward a significant change programme to ensure the future sustainability and success of the University.

Under Professor Sir West's leadership, the University has also demonstrated its commitment to, and strong track record of, working in partnership in the region to address educational and social inequalities. Furthermore, the University is the first to achieve merit in the Student Minds Mental Health Charter and has completed the build of largest Passivhaus student accommodation in the world.

Professor Sir West held a number of non-executive positions in 2023-24 including as a Board Member of Universities UK. Professor Sir West's non-executive positions help to ensure the University is fully engaged with the external developments and insights needed to feed into the leadership and direction of the University where appropriate. The positions are an important part of the University's connectivity and work to shape and empower the future of the city-region and its people, so they can maximise their potential in the global knowledge economy.

## **Approach to Remuneration**

Over time the Committee has continued to apply a strong, evidence-based ethos to its discussions and, in addition to supporting national pay negotiations, its agreed four key principles:

- i. clear alignment between remuneration packages of holders of senior posts and the organisational culture of the University;
- ii. whilst the University would be aligned to general regulatory and legislative changes, these would not necessarily dictate the University's remuneration framework for all staff;
- iii. where individuals exercised choice which provided the University with a financial benefit, there should not be an expectation for the University to share that benefit with the individual;
- iv. the University should not provide, or pay for, employee tax or pension advice.

The Committee also continues to apply the advice and guidance of the CUC HE Senior Staff Remuneration Code on how to set fair and appropriate remuneration for Vice-Chancellors and other senior members of staff.

The primary sources of data, agreed by the Remuneration Committee for the purposes of benchmarking VC and DVC remuneration, are the Universities and Colleges Employers Association (UCEA) 'Senior Staff Remuneration Survey', the CUC's Annual Survey of VC Remuneration and information provided by benchmark institutions in their annual financial reports (as they are required to report by the OfS Accounts Direction). The following may also be drawn upon to underpin discussions:

- i. Reports and reviews from external experts commissioned by the Committee, as appropriate;
- ii. Internal analysis of salary distributions, performance and contribution to the strategy of the University.

The CUC HE Senior Staff Remuneration Code also sets out that remuneration committees consider benchmarking VC and DVC remuneration against international comparators, in particular, institutions in the USA and Australia; international benchmark data for these countries were considered.

The Committee is aware that given the increased differential use of pensions and other benefits, 'total emoluments'<sup>1</sup> is becoming an increasingly useful comparator and that, at present, total emoluments figures are not included within the UCEA Survey.

At the summer term meeting each year, the Committee is provided with benchmark data in relation to the remuneration of the Vice-Chancellor (VC) and the Deputy Vice-Chancellor and Provost (DVC). In May 2024 the remuneration of the DVC and Registrar (a holder of a senior post position approved by the Board of Governors in March 2024), was also included. One of the data sets supplied relates to remuneration data for the VCs of a number of benchmark institutions. The agreed list of benchmark Higher Education Institutions (HEIs) adopted by the Committee is below:

The Nottingham Trent University  
Leeds Beckett University  
University of Plymouth  
Liverpool John Moores University  
Sheffield Hallam University  
The University of Portsmouth  
University of Northumbria at Newcastle  
University of Hertfordshire  
Birmingham City University  
The University of Central Lancashire  
Coventry University

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<sup>1</sup> Total emoluments include base salary and all other elements of pay, such as bonus and pension payments. The figure is, in effect, the total amount of 'profit' which an individual derives from their employment.

The agreed list of institutions was produced by considering the following data and indicators:

1. Institution income.
2. Staff numbers.
3. Student numbers.
4. Whether or not the proposed HEI has a business school.
5. Whether or not the proposed HEI has a medical school.
6. The TEF status of each of the proposed benchmark HEI.

In addition to remuneration benchmarking from a number of data sources, Remuneration Committee also takes advice on the Vice-Chancellor's pay from internal and external remuneration experts.

In considering the benchmark figures, from whatever source, the Committee remains aware that these should be considered carefully because:

- i. It remained the case that a significant number of VCs have decided to exit pension schemes in the last few years, due to changes in taxation arrangements.
- ii. Many VCs have waived their entitlement to bonuses in the last few years.

When considering changes to the remuneration of Holders of Senior Posts the Committee also seeks to maintain a steady ratio between senior leaders within the University and the median pay of all staff within the institution noting that the [Hutton Review of Fair Pay in the Public Sector](#)<sup>2</sup> (2011) found that "median earnings are a more representative measure of the pay of the whole workforce".

The Vice-Chancellor is not a member of the Remuneration Committee and takes no part in any discussions on his remuneration.

### Vice-Chancellor's Emoluments

The Committee considers arrangements for the Vice-Chancellor's remuneration.

**The Vice-Chancellor's remuneration is set within the principles that it must be fair, appropriate and justifiable.**

The Committee monitors the relationship between the Vice-Chancellor's pay and that of the median UWE Bristol salary. At UWE Bristol the Vice-Chancellor's basic salary is 7.9 times higher, where the median pay is calculated on a full-time equivalent basis for the salaries paid to staff.

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<sup>2</sup> See <http://goo.gl/t9uehE>

Under Professor Sir West's leadership, against the backdrop of continued uncertainty within the higher education market and global economy, the University has maintained itself as a financially viable and sustainable institution.

In recent years, the Vice-Chancellor's basic pay has increased only in line with the national pay award for other University staff. This year REMCO agreed that the Vice-Chancellor again receive a basic pay increase in line with the national pay award. The Committee is satisfied that the Vice-Chancellor's pay remains proportionate when compared to that of his peers and in light of his performance to progress the University's Strategy 2030.

#### External appointments and expenses

The Committee recognises the importance of the senior team having a strong external profile and monitors the level of commitments external to the University held by individuals.

The Committee also routinely reviews and web-publishes expenses claimed by senior staff.

The 2023/2024 expenses summary is provided as an appendix to this report.

#### **External Advisers**

The Committee retains the services of external advisers solely to advise on remuneration as required.

#### **Governance**

Members are collectively of the opinion that the Remuneration Committee continues to effectively discharge its responsibilities as set out in the published terms of reference and in doing so supports the governing body to fulfil its obligations under Article 3(1)(d)(e) of the Articles of Governance.

#### **Recommendation**

Members are invited to discuss the report and endorse the Committee's approach to remuneration.

**Laura Claydon**  
**Chair of the Remuneration Committee**

**October 2024**



### Appendix: Summary of Senior Staff Expenses and Business Costs

Remuneration Committee, as a matter of routine, examines regular summaries of the expenses of senior staff. The summary details for expenses processed in the period 1 August 2023 to 31 July 2024 are shown below. Reimbursements are accounted for.

#### Staff Expenses

	<b>Total £</b>	<b>Subsistence £</b>	<b>Misc. £</b>
Professor Sir Steve West Vice-Chancellor	76.11	76.11	Nil
Professor Amanda Coffey Deputy Vice Chancellor & Provost	Nil	Nil	Nil
Professor Yvonne Beach Pro Vice-Chancellor and Head of the College of Business and Law	244.89	344.89	Nil
Professor Marc Griffiths Pro Vice-Chancellor for Health (from	Nil	Nil	Nil
Dr James Lee Pro Vice-Chancellor and Head of the College of Health, Science and Society (from	Nil	Nil	Nil
Professor Elena Marco Pro Vice-Chancellor and Head of the College of Arts, Technology and Environment	202.11	202.11	Nil
Jo Midgley Registrar & Pro Vice-Chancellor, Student Experience	232.45	232.45	Nil
Professor Paul Olomolaiye Pro-Vice Chancellor, Equalities & Civic Engagement (until 30 Sept 2023)	Nil	Nil	Nil
William Liew Chief Financial Officer	11.60	11.60	Nil
Richard Strange Chief Digital Information Officer	Nil	Nil	Nil
Dan Wood Chief People Officer	Nil	Nil	Nil

## Business Costs

	<b>Total £</b>	<b>Air/Rail/Travel £</b>	<b>Hospitality £</b>	<b>Mileage £</b>	<b>Accommodation £</b>	<b>Misc. £</b>	<b>Other<sup>1</sup> £</b>
Professor Sir Steve West Vice-Chancellor	30292.00	26715.40	1356.85	321.58	1233.21	342.32	322.64
Professor Amanda Coffey Deputy Vice Chancellor & Provost	5010.08	4519.67	Nil	Nil	490.41	Nil	Nil
Professor Yvonne Beach Pro Vice-Chancellor and Head of the College of Business and Law	16621.57	11569.94	958.76	Nil	3412.74	419.23	290.90
Professor Marc Griffiths Pro Vice-Chancellor for Health (from	24.30	24.30	Nil	Nil	Nil	Nil	Nil
Dr James Lee Pro Vice-Chancellor and Head of the College of Health, Science and Society (from	Nil	Nil	Nil	Nil	Nil	Nil	Nil
Professor Elena Marco Pro Vice-Chancellor and Head of the College of Arts, Technology and Environment	3195.98	1942.57	546.01	Nil	488.42	Nil	218.98
Jo Midgley Registrar & Pro Vice-Chancellor, Student Experience	17705.61	14255.33	253.32	160.66	1567.38	1336.70	132.22
Professor Paul Olomolaiye Pro-Vice Chancellor, Equalities & Civic Engagement (until 30 Sept 2023)	480.00	480.00	Nil	Nil	Nil	Nil	Nil
William Liew Chief Financial Officer	3094.84	2128.29	25.08	Nil	641.99	291.48	8.00
Richard Strange Chief Digital Information Officer	Nil	Nil	Nil	Nil	Nil	Nil	Nil
Dan Wood Chief People Officer	Nil	Nil	Nil	Nil	Nil	Nil	Nil

Note 1 visas, parking, tolls, etc.

## **Commentary on larger entries**

### Professor Sir Steve West

Travel and accommodation costs, Villa College graduation ceremonies, Maldives, 2-12 October 2023.

Travel and accommodation costs, Global College of Engineering and Technology graduation ceremonies, Oman, 2-12 October 2023.

Travel and accommodation costs, SHAPE graduation ceremonies, Hong Kong, 14-18 January 2024.

Travel costs, multiple partner institution visits in Beijing, Hainan and Guangzhou, China, 6-13 April 2024.

Travel costs, Taylor's University Graduation, 28 June-1 July 2024.

### Professor Amanda Coffey

Travel and accommodation costs, National Economics University Graduation Ceremony, Vietnam 25-26 October 2023.

### Jo Midgley

Travel and accommodation costs, Higher Education and TNE-focused visit to India, 18-23 September 2023.

Travel and accommodation costs, UK Higher Education Mission, Nigeria, 4-10 November 2023.

Travel and accommodation costs, Bristol Institute of Business and Management Graduation, Sri Lanka, 29 November-5 December 2023.

Travel costs, National Economics University Graduation, Vietnam, 27 August 2024.

Travel costs, British College Graduation, Nepal, 27 September 2024.

### William Liew

Travel and accommodation costs, visit to UWE International Educational Services (UWEIES) office, Kuala Lumpur, 23 March - 6 April 2024.

### Professor Yvonne Beach

Travel and accommodation costs, partnership meetings, Vietnam, 9-16 September 2023.

Travel and accommodation costs, Taylor's University Graduation, January 2024.

Travel and accommodation costs, Top Management Programme training conference week 3, Singapore, June 2024.