

2022/2023 Annual Report of the Remuneration Committee

Introduction

This report summarises the business of the Remuneration Committee for the academic year to 31 July 2023 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)
David Lamb
Ian MacKenzie

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.

David Lamb, Chair of the Board of Governors resigned from his position as an Independent Member of the Board of Governors on 31 July 2023.

The Clerk to the Board of Governors, Dr Jodie Anstee attends the meetings of the Committee and, where appropriate, the Director of People & Organisational Development (OD), Alison McIver also attends. In February 2023 Dan Wood joined the University as the Chief People Officer and he attended the remaining meetings of the year and will continue to do so going forward. Martin Augustus, Head of Employee Relations attends meetings of the Committee in support of the Chief People Officer and the Director of People and OD.

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 meeting held on 24 May 2023.

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.
- ◆ Review of performance of senior post holders.
- ◆ Items relating to external appointments of senior staff.
- ◆ Senior staff expenses.
- ◆ Succession planning.

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 Office and the Director of People and OD, with a decision made on a case-by-case basis as to their attendance 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.

Committee Meetings

The Remuneration Committee met six times during the 2022/2023 academic year, on:

Tuesday 24 October 2022.

Friday 18 November 2022 (additional).

Monday 30 January 2023

Wednesday 1 March 2023 (additional).

Wednesday 24 May 2023.

Tuesday 11 July 2023 (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 2022, and those for the January and March 2023 meetings were shared with the Board at its meeting in March 2023.

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 Committee Chair again provided Members with a commentary of discussions.

With the exception of that held on 11 July, all meetings were held virtually using Microsoft Teams.

Business during the Year

24 October 2022

The primary purpose of this meeting was to:

- Review the Terms of Reference, Membership and operating arrangements for the Committee.
- Update on industrial action.
- Benchmark institutions for VC and DVC remuneration.
- 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 remuneration commentary for inclusion in the University Annual Report and Financial Statements for 2022/2023.
- Review of the job description for the Chief of Staff and Clerk to the Board of Governors.
- Loss of office payments made since the previous meeting.

18 November 2022

The primary purpose of this meeting was to consider the notification of the potential departure of a member of senior staff and associated matters.

30 January 2023

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 industrial action.
- Termly summary of new Tier 2 External Appointment requests made to the VC and DVC and Provost.
- Interim PDR and proposed appraisal process for the VC.
- Loss of office payments made since the previous meeting.

1 March 2023

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

- Latest update and recommendations from the Universities and Colleges Employers Association (UCEA) concerning the bringing forward of the 2023/24 pay award.

24 May 2023

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 the External Work and Income Policy for Holders of Senior Posts, Members of the Vice-Chancellor's Executive and Pro Vice-Chancellors.
- Review of senior staff expenses.
- Loss of office payments made since the previous meeting.

11 July 2023

- Senior staff matters.

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 2022-2023 over 9,000 students were studying with the University through its TNE provision.

The University has a total of 38,830 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 4,200 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 £600m infrastructure investment programme.

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.

Professor Sir West has led the University through the uncertainty of the global Coronavirus pandemic and has continued to play an important role in the national effort to tackle Coronavirus, and has established a sector-leading role for mental health, leading the sector in national conversations that are saving lives. Professor Sir Steve West was recognised through a Knighthood in the King's Birthday Honours List in 2023 for his major contributions across education, health, and business, underpinned by a profound commitment to transforming lives.

Professor Sir West held a number of non-executive positions in 2022-23 including his second year as President of Universities UK. Professor Sir West's non-executive positions help to ensure the University is fully engaged with developments in the education, business and health sectors and the insights gained 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 for the second time this year.

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

In order to maintain the competitive positioning of UWE's reward packages the Committee routinely seeks to benchmark the University's 'S' Grade roles (S1-S6) within the upper quartile of the remuneration offered within comparator institutions.

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). 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

¹ 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.

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
Manchester Metropolitan University
Oxford Brookes University.

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.

At its July 2022 meeting, the Committee requested that an updated analysis be provided to ensure that the benchmark group remained appropriately constituted. This report was considered by the Committee in May 2023, where it was agreed that the 13 institutions were appropriate and that the current criteria remained relevant.

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](#)² (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.

² See <http://goo.gl/t9uehE>
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Vice-Chancellor's Emoluments

The Committee also 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.

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 addition to supporting a period of significant investment at the University.

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.

At its meeting on 24 May 2023 the Committee reviewed the External Work and Income Policy for Holders of Senior Posts, Members of the Vice-Chancellor's Executive and Pro Vice-Chancellors.

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

The 2022/2023 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 2023

Appendix: Summary of Senior Staff Expenses and Business Costs Subject to consideration of 1 Jan to 31 July 2023 information by REMCO on 30 October 2023

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 2022 to 31 July 2023 are shown below. Reimbursements are accounted for.

Staff Expenses

	Total £	Subsistence £	Misc. £
Professor Sir Steve West Vice-Chancellor	133.45	133.45	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	103.67	103.67	Nil
Professor Marc Griffiths Pro Vice-Chancellor and Head of the College of Health, Science and Society	Nil	Nil	Nil
Raymond McDowell Interim Head of the College of Business and Law (until 30 Sept 2022)	Nil	Nil	Nil
Professor Martin Boddy Pro Vice-Chancellor, Research & Enterprise (until 28 Feb 2023)	Nil	Nil	Nil
Professor Elena Marco Pro Vice-Chancellor and Head of the College of Arts, Technology and Environment	59.15	59.15	Nil
Jo Midgley Registrar & Pro Vice-Chancellor, Student Experience	Nil	Nil	Nil
Professor Paul Olomolaiye Pro-Vice Chancellor, Equalities & Civic Engagement	Nil	Nil	Nil
William Liew Chief Financial Officer	Nil	Nil	Nil
Richard Strange Chief Digital Information Officer	72.93	72.93	Nil
Dan Wood Chief People Officer (from 6 Feb 2023)	Nil	Nil	Nil

Business Costs

	Total £	Air/Rail/Travel £	Hospitality £	Mileage £	Accommodation £	Misc. £	Other¹ £
Professor Sir Steve West Vice-Chancellor	21635.79	17163.59	1256.50	135.66	2773.50	88.50	161.34
Professor Amanda Coffey Deputy Vice Chancellor & Provost	408.16	Nil	132.76	Nil	275.40	Nil	Nil
Professor Yvonne Beach Pro Vice-Chancellor and Head of the College of Business and Law	7803.76	3890.18	527.49	206.00	3029.49	Nil	150.60
Professor Marc Griffiths Pro Vice-Chancellor and Head of the College of Health, Science and Society	530.61	502.81	Nil	Nil	Nil	Nil	27.80
Raymond McDowell Interim Head of the College of Business and Law (until 30 Sept 2022)	Nil	Nil	Nil	Nil	Nil	Nil	Nil
Professor Martin Boddy Pro Vice-Chancellor, Research & Enterprise (until 28 Feb 2023)	Nil	Nil	Nil	Nil	Nil	Nil	Nil
Professor Elena Marco Pro Vice-Chancellor and Head of the College of Arts, Technology and Environment	1263.00	270.58	201.58	100.80	598.94	Nil	91.10
Jo Midgley Registrar & Pro Vice-Chancellor, Student Experience	18768.70	15678.04	347.73	641.89	1936.24	122.00	42.80
Professor Paul Olomolaiye Pro-Vice Chancellor, Equalities & Civic Engagement	2340.57	1457.06	Nil	Nil	883.91	Nil	Nil
William Liew Chief Financial Officer	399.15	304.90	27.35	36.90	Nil	30.00	Nil
Richard Strange Chief Digital Information Officer	74.21	Nil	Nil	Nil	74.21	Nil	Nil

Dan Wood Chief People Officer (from 6 Feb 2023)	587.44	396.40	Nil	191.04	Nil	Nil	Nil
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Note 1 visas, parking, tolls, etc.

Commentary on larger entries

Professor Sir Steve West

Travel costs, Villa College graduation ceremonies, Male, 15-19 September 2022.

Travel and accommodation costs, Global College of Engineering and Technology (GCET) graduation ceremonies, Qatar, 26-30 September 2022.

Travel costs, BIBM graduation ceremonies, Sri Lanka, 2-6 December 2022.

Travel and accommodation costs, Taylor's graduation ceremonies, Malaysia, 16-20 June 2023.

Travel costs, 5th Universia International Rectors' Summit, Valencia, Spain, 8-10 May 2023.

Jo Midgley

Travel and accommodation costs, Taylor's Convocations, 21-26 September 2022.

Travel and accommodation costs, Thailand partnership, 2-6 July 2023.

HMG Higher Education and TNE focused visit to India, 18-23 September 2023 (paid from 2022/23 budget).

Professor Paul Olomolaiye

Travel and accommodation costs, Forum for Innovation in African Universities (FIAU), Abuja, Nigeria, 4-9 July 2023.

Professor Yvonne Beach

Travel, accommodation and hospitality costs, AACSB³ Deans' Conference, USA, 8-10 February 2023.

³ Association to Advance Collegiate Schools of Business
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