



1. Introduction

This report describes the role and work of the Remuneration Committee during 2023 including the total remuneration of the Vice Chancellor for 2022/23 financial year. It is intended to comply with the requirements of the Office for Students (OfS) and the Committee of University Chairs (CUC).

2. Background

In October 2022, the Chair of Council commissioned a comprehensive review of the University's Remuneration Committee.

A short-term working group (the 'Review Group') was formed to conduct a consultation exercise, to develop a series of recommendations, to clarify the responsibilities of Remco and identify actions to strengthen and inform decision-making which was reviewed at Council on 21 March 2023.

The scope of the review included:

- Remit/responsibilities
- Composition and size
- Frequency and Timing
- Information and Benchmarking / Data
- Reporting

As a result of the review, a subcommittee of the Remuneration Committee was established Senior Salaries Committee (SSC), to consider matters related to Level 7 academic and professional staff pay (not including of UEB members).

3. Senior Salaries Committee - Terms of Reference and Membership

SSC has delegated responsibility from the Remuneration Committee to review the total remuneration package of Senior Employees annually, based on a review of performance and to make a recommendation to the Remuneration Committee for approval.

Members of the Committee

Michelle Haslem Chair and External Member of University Council
Deputy Vice-Chancellor
Pro-Vice Chancellor for Equality, Diversity and Inclusion and People

In attendance

Director Human Resources
Registrar
Secretary and Associate Director of Pay & Reward

The Director of HR attends meetings to provide advice, and the Associate Director of Pay and Reward also attends to advise and record minutes of the meeting.



Pattern of Business

SSC was established and met for its first meeting on 15 November 2023. SSC considered nominations received through the Nottingham Reward Scheme, pay progression nominations and considerations in relation to equality, diversity and inclusion for senior employees.

Remuneration Committee agreed on 21 November 2023 for SCC to meet twice per year and for the membership to be expanded to include a Faculty Pro-Vice-Chancellor and a further nomination from Professional Services. Nominations have been identified as the Pro Vice Chancellor for Education and Student Experience and the Chief Digital Officer who will join the committee in 2024/25.

SSC's full Terms of Reference are available attached at appendix 1.

4. Remuneration Committee - Terms of Reference and Membership

Aligned to the principles of 'The Remuneration Code' the University's Remuneration Committee will:

- ensure a fair, appropriate, and justifiable level of remuneration for Senior Staff recognising individuals' performance and contribution to the University's success. The Committee should ensure that the level of remuneration should be sufficient to recruit, retain and motivate staff, balanced with the need to demonstrate value for money and affordability;
- provides procedural fairness and consistency in application providing independent robust decision making underpinned by appropriate evidence and data;
- sets remuneration transparently for the University Executive Board and the Vice Chancellor, ensuring the appropriate justification for remuneration relates to the market value for the role, institutional and individual performance.

The membership categories and actual members in the past year are listed below:

Members of the Committee;

Lynette Eastman	Chair and External Member of University Council
Sir Keith O'Nions	Chair of Council
Michelle Haslem	External Member of University Council
Stephen Odell	External Member of University Council
Piyali Mitra	External Member of University Council
Nora Senior	External Member of University Council

Sonya Leydecker (External Member of University Council) was a member of Remuneration Committee during 2023 with her last meeting being 21 November 2023 and her seat on the committee being succeeded by Piyali Mitra who also attended the committee on 21 November 2023.

In attendance;

Vice-Chancellor and President
Registrar and Secretary to the Committee
Director Human Resources
Associate Director of Pay and Reward
External Advisor from Korn Ferry



The Director of HR and the Associate Director of Pay and Reward attend meetings to provide advice. The Vice-Chancellor is invited to attend all meetings and other members of the Executive Board may be invited for specific items. No individual is present for agenda items related to their own remuneration, benefits, and pension arrangements.

Pattern of Business

Remuneration Committee convened 4 times in 2023: 5 January, 27 July, 4 October and 21 November 2023. More meetings took place in 2023 than the 2 outlined in the terms of reference, as the Committee reviewed and reflected the outcomes from the Remuneration Committee Review Report on templates and procedures.

Items for discussion included:

- Revised terms of reference for the Remuneration Committee.
- Approval of the new terms of reference for the Senior Salaries Committee.
- Agreement to report templates for Vice-Chancellor and University Executive Board remuneration, enabling consideration of individual performance and pay benchmarking.
- Establish standard operating procedures for Vice-Chancellor and University Executive Board remuneration.
- Considered Compromise Agreements, Severances, and Redundancies
- Approved the recommendations from SSC in respect of Nottingham Reward Scheme and Professorial Pay Progression nominations
- Discussed and approved the University Board Remuneration
- Discussed and approved the Vice-Chancellor's Remuneration
- Discussed and approved salary packages for roles which were outside of the current pay framework.

Jobs within remit

The Committee has a direct decision-making role in relation to role holders within the remit of the Remuneration Committee in post at the end of this reporting year are:

a) University Executive Board

Name	Title
Shearer West	Vice-Chancellor
Jane Norman	Provost & Deputy Vice-Chancellor
Sarah Metcalfe	Pro-Vice-Chancellor and Provost, UoN Malaysia Campus
Sarah Speight	Pro-Vice-Chancellor, Education and Student Experience
Tom Rodden	Pro-Vice-Chancellor, Research and Knowledge Exchange
Robert Mokaya	Pro-Vice-Chancellor, Global Engagement
Katherine Linehan	Pro-Vice-Chancellor, Equality, Diversity and Inclusion and People
Zoe Wilson	Pro-Vice-Chancellor, Faculty of Science
Sube Banerjee	Pro-Vice Chancellor, Faculty of Medicine and Health Sciences
Sam Kingman	Pro-Vice Chancellor, Faculty of Engineering
Jeremy Gregory	Pro-Vice Chancellor, Faculty of Arts Interim Pro-Vice Chancellor, Faculty of Social Sciences
Paul Greatrix	Registrar
Margaret Monckton	Chief Financial Officer
Jaspal Kaur	Director of Human Resources
David Hill	Chief Digital Officer



- b) All professorial staff (R&T Level 7) excluding clinical academics who are paid on NHS pay structures.
- c) All directors (APM Level 7, Banded and unbanded)

The Committee's full Terms of Reference are available attached at appendix 2.

Remuneration Policy and Benchmarking

Council has adopted the CUC Higher Education Senior Staff Remuneration Code published in June 2018.

The Remuneration Committee ensures procedural fairness by the application of a consistent framework using appropriate evidence and considers economic factors, competition, market rates, roles, skills, experience and individual performance when setting the remuneration of the Vice-Chancellor and the University's senior post holders. The same factors are applied in reviewing the remuneration of other senior staff.

When considering reward proposals for the Vice-Chancellor and the Executive Board, the Committee takes account of the following indicators:

- Performance in support of the University's strategic objectives and KPIs in the areas of teaching, research, management and administration, leadership of staff, partnerships and external relations internationally, nationally and locally and major initiatives and projects
- The size and complexity of the University
- The breadth, degree of complexity and level of challenge of the Vice-Chancellor and respective Executive Board roles
- The extent of colleagues' experience
- The nature of higher education markets and general issues of pay restraint, recruitment and retention challenges within the sector along with the University's position on senior pay ie match, lead or lag the market
- The University's position on performance pay
- The level of pay increases/reward other staff groups have received, or are eligible to receive
- The impact of decisions about remuneration on Equality, Diversity and Inclusion (EDI)

The data that supports these indicators are drawn from the following areas:

- University and Colleges Employer Associations Senior Staff Remuneration Survey
- Committee of University Chairs' Vice-Chancellor Salary Survey
- The annual survey of Russell Group universities, conducted by Korn Ferry
- Exceptionally and where justified, market data from beyond the sector or from international sources
- Internal equality, diversity and inclusion analysis
- Internal analysis of salary distributions, performance and contribution to the strategy of the University
- Nationally determined job evaluation schemes, nationally negotiated pay awards and nationally recognised higher education pension schemes are all considered by the Committee

When making market comparisons within the sector, the normal benchmark is the Russell Group.



Policy on income derived from external activities

The University considers it important that its colleagues are represented on various bodies and boards and undertake academic and civic responsibilities at other organisations. Any additional income that could be generated for the individual derived from such positions is disclosed within the annual process of collating and updating the University’s Register of Interests.

Any income that can be retained by the University as a result of such positions is disclosed within its financial statements.

The pay level of the Vice-Chancellor

The Remuneration Committee ensures procedural fairness in determining the pay level of the Vice-Chancellor by the application of a consistent framework using appropriate evidence and considers economic factors, competition, market rates, roles, skills, experience and individual performance.

The Vice-Chancellor’s salary has been determined according to several factors including the University’s key performance indicators and in-year objectives set by Council, which can be viewed here: [Vice-Chancellor’s Objectives](#).

The pay multiple of the Vice-Chancellor

There is a requirement to report on the relationship between the remuneration of the Head of Institution and the median for all other employees.

Both the OfS and CUC provide a methodology for calculating a multiple - these are significantly different. To enable consistency across reporting, we have used the OfS methodology which allows us to use the same figures in our financial accounts as well as in this report. Discussions from across the sector indicate that there is no single, consistent practice; currently individual institutions can decide which methodology to use. The multipliers below have been provided for the 2022 University Strategic Review and Financial Statement. All data within that document has not yet been signed off/audited.

The **total pay** multiple of the Vice-Chancellor and the median earnings of the Institution’s whole workforce is **8.0**.

The **basic pay** multiple of the Vice-Chancellor and the median earnings of the Institution’s whole workforce is **8.2**.

Total remuneration for the Vice-Chancellor (with year-on-year comparator data when available):

Emoluments of the Vice-Chancellor	2021/2022 (01/08/21 – 31/07/22)	2022/2023 (01/08/22 – 31/07/23)
Basic Salary	£290,500	£311,080
Pension Opt-Out Allowance	£30,502	£32,661
Benefits in kind	Nil	Nil
Subtotal	£321,002	£343,741
Pension costs to maintain life cover	£12,056	£19,598
Total	£333,058	£363,339



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Future arrangements

Under its annual timetable of business, the Remuneration Committee will keep its own terms, policies and practices under review and will ensure they align with or exceed standards set in sector guidance and by the Regulator.