

## Remuneration Annual Report 2020

### Introduction

The University believes that pay should be attractive, competitive, and managed through a robust and consistent framework. In addition, it believes that the performance of staff may be enhanced through appropriate reward arrangements for outstanding performers. Governance of pay, terms and conditions and employee benefits is therefore vitally important to ensure that the University offers a compelling

## Approach to Remuneration

The University has a salary scale for grades 1 – 8 and the various policies and procedures associated with pay, including guidance on starting salaries, job evaluation and pension schemes, are available from the University's HR website: <http://www.lboro.ac.uk/services/hr/>.

The University also participates in the University and Colleges Employers Association (UCEA) national pay bargaining.

The University's Performance and Development Review (PDR) system provides a robust basis for managing performance, developing staff and informing remuneration decisions. Individuals identified as having *exceeded expectations* during the prior year are eligible to be considered for a financial reward (in addition to any automatic increment and any cost of living increase) depending on the financial status of the University in that particular year.

The University's Remuneration Committee is responsible for determining pay and reward for senior staff including adjusting pay for reasons of equity and retention as well as reward. In addition, the University has three Reward Committees which consider appropriate rewards for all eligible staff as follows:

- Senior Staff Reward Committee (staff on grade 9 and above) chaired by the Vice-Chancellor
- Academic Staff Reward Committee chaired by the Deputy Vice-Chancellor
- Professional Services Reward Committee chaired by the Chief Operating Officer

The Chairs of the Reward Committees co-ordinate their work to ensure that reward arrangements across all three Committees are applied consistently.

The PDR process was interrupted during 2020 as a result of the COVID-19 pandemic. The window for PDRs to be completed within was extended to take account of the additional workload placed on colleagues. c o

- Director of Finance
- Pro Vice-Chancellor (Research)
- Pro Vice-Chancellor (Teaching)
- Pro Vice-Chancellor (Enterprise)

In considering the appropriate reward for the senior officers, Remuneration Committee will ensure that the reward arrangements set out by the University are applied consistently and fairly to this group of staff. Remuneration Committee will also consider the following:

- The institution's performance against the University Strategy and its strategic ambitions
  - A distinctive international reputation for excellence
  - A life-shaping student experience
  - Outstanding partnerships to deliver social, economic and cultural prosperity
  - A culture of delivering excellence in all that we do
  - One outstanding university: two vibrant campuses
- The size and complexity of the organisation
- The external market and the University's performance against its competitors
- The University's success (or otherwise) in attracting and retaining the most talented people at the highest level
- The institution's equality and diversity strategy
- University and Colleges Employer Association's Senior Staff Remuneration Survey
- Committee of University Chairs' Vice-Chancellor Salary Survey

### Institution Performance

The University has had another very successful year and is consolidating its position as a top 10 institution in the UK. Achievements include:

- University of the Year - Whatuni Student Choice Awards, 2020<sup>7th</sup> in the Guardian league table, 2020
- 5<sup>th</sup>

- Continued to operate effectively on a remote basis during the lockdown period whilst providing accommodation and catering to students who remained on campus
- Recruited to the undergraduate target (no growth was planned)
- During 2019/20 the University achieved its budgeted financial performance agreed by Council, including the implementation of significant short term mitigation actions to offset the immediate impacts of Coronavirus.

The ongoing Brexit situation and the lack of any clarity in relation to fees and funding mean that the University is continuing to succeed in very challenging circumstances. The year has been very challenging and the pandemic has had an impact on the University's finances, which has exacerbated the more structural financial challenges that were emerging prior to the pandemic.

### Senior Reward

The performance of the University's six Senior Officers (excluding the Vice-Chancellor) was reviewed. In addition, their salary levels were compared with the sector using the UCEA Senior Staff Salary Survey.

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