

2024/2025 Annual Report of the Remuneration Committee

Introduction

This report summarises the business of the Remuneration Committee for the academic year to 31 July 2025 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 and Academic Assurance (previously 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 then People, Culture, Quality and Standard Committee (retitled People and Academic Assurance Committee in March 2025), 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 Services, Catherine Parker, and the Deputy General Counsel, 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 meeting held on 21 May 2025.

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 and the Chief People Officer, 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 four times during the 2024/2025 academic year, on:

Tuesday 24 September 2024 (additional)

Monday 21 October 2024

Monday 27 January 2025

Wednesday 21 May 2025.

The Committee was quorate on each occasion.

The minutes of the meetings held in September and October were shared with the Board of Governors at its meeting in November 2024, and those for the January 2025 and May 2025 meetings were shared with the Board at its meetings in March and July 2025 respectively.

Following the Governance Effectiveness Review undertaken by the Halpin Partnership in the summer term of 2023/24, the Board approved the recommendation that Staff and Student Nominees remain in the Board meeting for the Reserved Business agenda items pertaining to updates from this Committee, with the caveat that they may be asked to withdraw should any conflicts of interest arise during discussions. This new practice was adopted from the 20 November 2024 Board meeting.

At each meeting of the Board of Governors the Committee Chair provided Board Members with a commentary of discussions held at the most recent meeting(s), with the Committee minutes having been shared with Lay Members only via protected email. The Committee's assurance report to the Board was shared with all Members.

With the exception of that held on 24 September 2024, all meetings were held virtually using Microsoft Teams.

Business during the Year

24 September 2024

The primary purpose of this meeting was to consider cases arising from the Voluntary Severance Scheme (VSS) that fell within the remit of the Committee.

21 October 2024

The business of the meeting concerned:

- The review of the Terms of Reference, Membership and operating arrangements for the Committee. The review also included assurance on the status of policies falling within the remit of the Committee.
- An update on pay negotiations.
- Assurance on the demographics analysis of VSS applications and approvals.
- The review of 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.
- The review of senior staff expenses.
- Finalising the Committee's annual report to the Board of Governors.
- Noting the framework for the pay and conditions of all staff, approved by the Board in July 2024 following a comprehensive revision and endorsement by the Committee. (The normal review cycle will resume from October 2025).
- The review of the remuneration commentary for inclusion in the University Annual Report and Financial Statements for 2023/2024.
- Receipt of 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.

- Senior leadership responsibilities and accountabilities.

27 January 2025

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.
- Interim performance review for the Vice-Chancellor.
- Loss of office payments made since the previous meeting.
- Succession planning.

21 May 2025

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

- National pay negotiations latest position.
- Review of VC performance and objectives setting.
- S6 and S7 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.

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 2024-2025 15,560 students were studying with the University through its TNE provision.

The University has a total of 44,939 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 and taken proactive measures to continue this position, recognising there are significant financial pressures across the sector going forwards. 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 3,500 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. Since opening, 148 high-tech businesses have been supported and 622 new jobs created, catalysing 460 new products in the world and generating £35.6m in GVA for the local economy.

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 he continues to drive forward change 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 the largest Passivhaus student accommodation in the world.

Professor Sir West held a number of non-executive positions in 2024-25 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'¹ 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), the Deputy Vice-Chancellor (DVC) and Provost and the DVC and Registrar. In May 2025 the remuneration of the Chief Financial Officer was also included so that all holders of senior posts occupying a spot salary scale are 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

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.

In addition to remuneration benchmarking from a number of data sources, the 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. UCEA report that only 20 institutions within their survey pay a bonus to their VC.

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>
Remuneration Committee Annual Report 2024/2025
Page 7 of 12

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.

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 Chair of the Board of Governors is responsible for the approval of any expense claims over £50 made by the Vice-Chancellor, with oversight through REMCO. The Committee also routinely reviews and web-publishes expenses claimed by senior staff.

The 2024/2025 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

20 October 2025

Appendix: Summary of Senior Staff Expenses and Business Costs Subject to consideration of 1 Jan to 31 July 2025 information by REMCO on 20 October 2025

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 2024 to 31 July 2025 are shown below. Reimbursements are accounted for.

Staff Expenses

	Total £	Subsistence £	Misc. £
Professor Sir Steve West Vice-Chancellor	63.65	63.65	Nil
Professor Amanda Coffey Deputy Vice-Chancellor and Provost	Nil	Nil	Nil
Jo Midgley Deputy Vice-Chancellor and Registrar	14.64	14.64	Nil
William Liew Chief Financial Officer	Nil	Nil	Nil
Dan Wood Chief People Officer	Nil	Nil	Nil
Professor Yvonne Beach Pro Vice-Chancellor and Head of the College of Business and Law	238.53	238.53	Nil
Professor Marc Griffiths Pro Vice-Chancellor Regional Partnerships, Engagement and Innovation	32.69	32.69	Nil
Dr James Lee Pro Vice-Chancellor and Head of the College of Health, Science and Society	Nil	Nil	Nil
Professor Elena Marco Pro Vice-Chancellor and Head of the College of Arts, Technology and Environment	179.98	179.98	Nil
Professor Darren Reynolds Pro Vice-Chancellor Research and Knowledge Exchange (from 1 June 2025)	77.45	77.45	Nil
Richard Strange Chief Digital Information Officer (until 15 Nov 2024)	Nil	Nil	Nil

Business Costs

	Total £	Air/Rail/Travel £	Hospitality £	Mileage £	Accommodation £	Misc. £	Other ¹ £
Professor Sir Steve West Vice-Chancellor	25872.15	23532.92	1207.99	193.95	600.27	26.63	310.40
Professor Amanda Coffey Deputy Vice-Chancellor and Provost	5119.92	4801.11	Nil	Nil	186.00	Nil	132.81
Jo Midgley Deputy Vice-Chancellor and Registrar	5553.35	2018.62	2444.62	Nil	1020.20	Nil	69.91
William Liew Chief Financial Officer	330.34	330.34	Nil	Nil	Nil	Nil	Nil
Dan Wood Chief People Officer	Nil	Nil	Nil	Nil	Nil	Nil	Nil
Professor Yvonne Beach Pro Vice-Chancellor and Head of the College of Business and Law	10773.36	7552.22	76.91	Nil	2582.68	Nil	561.55
Professor Marc Griffiths Pro Vice-Chancellor Regional Partnerships, Engagement and Innovation	1267.23	1202.32	42.67	131.95	123.99	Nil	266.30
Dr James Lee Pro Vice-Chancellor and Head of the College of Health, Science and Society	163.83	163.83	Nil	Nil	Nil	Nil	Nil
Professor Elena Marco Pro Vice-Chancellor and Head of the College of Arts, Technology and Environment	3765.96	1658.14	1183.87	41.40	822.75	Nil	59.80
Professor Darren Reynolds Pro Vice-Chancellor Research and Knowledge Exchange (from 1 June 2025)	641.99	291.39	Nil	264.60	76.10	Nil	9.90
Richard Strange Chief Digital Information Officer (until 15 Nov 2024)	Nil	Nil	Nil	Nil	Nil	Nil	Nil

Note 1 visas, parking, tolls, etc.

Commentary on larger entries

Professor Sir Steve West

Travel costs, Villa College graduation ceremonies, Maldives, 25-30 September 2024.

Travel costs, Global College of Engineering and Technology graduation ceremonies, Oman, 9-12 December 2024.

Travel and accommodation costs, SHAPE graduation ceremonies, Hong Kong, 18-20 January 2025.

Travel and accommodation costs, Taylor's University, Nepal, 10-19 July 2025.

Travel (Malaysia-China) and accommodation costs, visit to a partner university (Neusoft) in China, 15 July 2025.

Professor Amanda Coffey

Travel and accommodation costs, Bristol Institute of Business Management (BIBM) graduation ceremonies, Colombo, Sri Lanka 01-06 April 2025

Jo Midgley

Travel and accommodation costs, NEU graduation, 25-30 August 2024.

Travel costs, British College graduation ceremony 27 September 2024.

Professor Yvonne Beach

Travel and accommodation costs, VILLA College partnership visit, Male, Maldives, 28 June-01 July 2025.

Travel and accommodation costs, BIBM partnerships visit, Colombo, Sri Lanka, 02-04 July 2024.