

Remuneration annual report and statement 2022/23

1. Introduction

- 1.1 This is the University's remuneration annual report and statement covering decisions made in 2022/23 with respect to the Senior Staff falling within the University's [Senior Staff Remuneration Framework](#). The report is presented to the Governing Body and published in compliance with the Committee of University Chairs' (CUC) *Higher Education Senior Staff Remuneration Code*, which the University has adopted.

2. Operating context and institutional performance

- 2.1 Decisions on senior staff remuneration for 2022/23 were made in light of the university's operating context and performance in 2021/22, which are described in detail in the [Report and Financial Statements](#) for that year. The context is that of an institution which is one of the largest higher education providers in London, with an annual turnover (in 2021/22) of £272.2m, over 28,000 UK students, around 15,000 students in international partnerships and over 2,500 staff, with activities across three campuses in London and Kent. The University made significant progress during the year as highlighted in the 2021/22 report.

Like other modern universities, Greenwich operates in a highly competitive student recruitment environment. Major risks in 2021/22 included continued uncertainty over future government policy towards higher education funding, and the freezing of Home tuition fees; a highly competitive Home student market; risks to international student recruitment, including geo-political risks in key markets; risks to international partnerships; increasing inflationary pressures (including on staff pay); and pension scheme deficits.

3. The University's approach to senior staff remuneration and pay and reward

- 3.1 In 2022/23 the [Senior Staff Remuneration Framework](#) guided remuneration decisions by the University's Remuneration Committee.
- 3.2 In 2022/23, the senior staff whose remuneration was subject to the Framework were the Vice-Chancellor, the Deputy Vice-Chancellors, the Pro Vice-Chancellors and Executive Deans¹, the Chief Financial Officer, the Chief Operating Officer and the University Secretary. These staff are appointed on fixed salaries, with future pay progression determined by the Remuneration Committee on the basis of performance in the previous year in accordance with the Framework. The University's pay and reward structures for other staff in 2022/23 are as set out in the [Remuneration Annual Report and Statement](#) for 2018/19.

4. The role of the Remuneration Committee and meetings in 2022/23

- 4.1 The terms of reference of the Remuneration Committee which applied in 2022/23 are appended to this report.

¹ At the meeting of the Remuneration Committee on 25 October 2022, the Committee agreed that the newly created role of Pro Vice-Chancellor Education was outside the scope of the Framework.

- 4.2 The University's Remuneration Annual Report and Statement for 2021/22 was approved by the Committee on 25 October 2022 and by the Governing Body on 23 November 2022.
- 4.3 The Committee met once in 2022/23 on 25 October 2022, with the meeting attended by the following members: Ms Elizabeth Sideris (Independent Governor, chair); Mr Richard Hicks (Independent Governor); Ms Bronwyn Hill (Independent Governor, Chair of the Governing Body); Ms Tricia King (Independent Governor); and Ms Denise Larnder (Independent Governor, chair of the Audit and Risk Committee). Apologies were received from Ms Aruna Mehta (Independent Governor) and Mr Murray Orr (Independent Governor, chair of the Finance Committee). The meeting was attended by the University Secretary, the Director of Human Resources and the Vice-Chancellor, who were not members of the Remuneration Committee. The Vice-Chancellor did not attend for the discussion relating to their own performance, remuneration and objectives and the University Secretary did not attend the discussion relating to themselves or other Senior Staff.

5. Decisions on Senior Staff remuneration in 2022/23

Senior Staff other than the Vice-Chancellor

- 5.1 The Committee's meeting on 25 October 2022 considered proposals relating to the operation of the Senior Staff Remuneration Framework and the benchmarking of Senior Staff salaries. The Committee approved the following:
- That with immediate effect, the annual uplift negotiated by UCEA should be automatically awarded to all Senior Staff covered by the Senior Staff Remuneration framework (including the post of Vice-Chancellor) with effect from 1 August each year without the requirement of the formal approval of Remuneration Committee and in accordance with the general principles that govern the application of the award to all other staff;
 - That there should be a formal review of the Senior Staff Remuneration Framework to allow for consideration of best practice mechanisms for rewarding and retaining senior staff. The Director of HR and University Secretary would undertake the work;
 - Salary changes for the Deputy Vice-Chancellor and Provost, the Chief Operating Officer, the Chief Financial Officer and University Secretary. The salary changes proposed linked to overall performance achievements throughout the year, salary benchmarking against the sector and retention concerns for those in post.
- 5.2 The Committee considered reports on the remuneration, performance and objectives of individual Senior Staff (other than the Vice-Chancellor) whose remuneration was subject to the Committee's decision. The information provided included: the staff member's salary history over the preceding three years, including any increases in salary; details of pension scheme membership and the University's contributions in 2021/22, and whether the individual was a member of the University's Healthcare Scheme; any performance award made by the Committee in 2021/22; any external appointments held and whether external appointments were remunerated; comparator salary data drawn from the 2021 UCEA Senior Staff Remuneration Survey on comparable posts in institutions in the same income range, region, mission group (University Alliance) and post-92 institutions; the staff member's objectives for 2021/22; the line manager's assessment of the individual's performance in 2021/22 and the performance rating assigned under the University's

Appraisal Policy and Procedure; and the staff member's agreed objectives for 2022/23.

- 5.3 The Committee discussed the performance in 2021/22 of individual Senior Staff other than the Vice-Chancellor, with the Vice-Chancellor contributing to the discussion and assessment of performance. The Committee agreed uplifts in pay and lump sum awards linked to individual performance and retention which are summarised in the table at 5.6 below.

The Vice-Chancellor

- 5.4 The Committee (without the Vice-Chancellor present) discussed the remuneration, performance in 2021/22 and objectives for 2022/23 for the Vice-Chancellor. The Committee considered the Vice-Chancellor's remuneration; the Chair of the Governing Body's assessment of the Vice-Chancellor's performance against objectives for 2021/22, including the rating assigned under the University's Appraisal Policy and Procedure; and benchmarking information on Vice-Chancellors' pay drawn from the 2021 UCEA Senior Staff Remuneration Survey. The Committee approved an uplift in the Vice-Chancellor's salary and an appropriate lump sum pay award linked to performance during 2021/22 and retention. The Vice-Chancellor's award is included in the tables in 5.6 and 6.1.

- 5.5 The remuneration of the Vice-Chancellor in 2022/23 is disclosed in the University's financial statements in accordance with the Office for Students (OfS) Accounts Direction.

- 5.6 The following table summarises the awards made by the Committee:

Level	Pay award	Criteria	Equivalent rating in the Appraisal Policy and Procedure	Number of Senior Staff in category & total awarded ² (£)
1	The cost of living pay increase awarded to all staff subject to national pay bargaining (agreed by Committee 25.10.22)	Capability discussions are being held and a performance improvement plan is in place	<p>D: Significantly below performance standards</p> <ul style="list-style-type: none"> Overall performance is consistently and significantly failing to meet expectations of the position. Performance at this level shows the jobholder clearly did not meet their objectives. There is little demonstration of our values. Assessment should only be awarded where the formal stage of the Capability procedure will need to commence. <p>C: Areas of improvement needed to meet performance standard</p> <ul style="list-style-type: none"> Overall performance is not meeting the expectations of the role/post and is having an impact on the work of others. The performance at this level shows the individual partially met but did not consistently achieve the objectives, including one or more deemed critical. Not all the university values are demonstrated. Performance assessment should only be awarded where additional support provided indicates the individual still needs to improve, and without this there will be a need to commence the informal stage of the Capability procedure. 	0 Total awarded: N/A
2	The cost of living pay increase awarded to	Objectives set in appraisal have been met and the role holder has	<p>B: Achieves performance standards</p> <ul style="list-style-type: none"> Overall performance meets the expectations of the role/post. 	0 Total awarded: N/A

² Includes salary uplifts and lump sum awards; excludes the cost of living pay increase awarded to all staff.

Level	Pay award	Criteria	Equivalent rating in the Appraisal Policy and Procedure	Number of Senior Staff in category & total awarded ² (£)
	all staff subject to national pay bargaining	demonstrated behaviour consistent with the University's values	<ul style="list-style-type: none"> Assessment allows flexibility to accommodate those instances where the staff member is deemed competent in their work area, and has achieved the most critical objectives but may not have been able to achieve the more ambitious ones. The individual demonstrates the university values. 	
3	The cost of living pay increase awarded to all staff (see 2) plus 1%	Objectives set in appraisal have been exceeded and the role holder has exceeded expectations regarding behaviour consistent with the University's values	A: Exceeds performance standards <ul style="list-style-type: none"> Overall performance is above the expectations of the role/post Individual achieves outcomes beyond the scope of their objectives Assessment recognises the higher degree of effort in meeting ambitious or developmental objectives which support the university's impact. The role holder demonstrates the university values and influences others with demonstrating these 	2 Total awarded: £2321
4	The cost of living pay increase awarded to all staff (see 2) plus 2%	Objectives set in appraisal have been significantly exceeded and the role holder has made a demonstrable contribution to building a collegiate, collaborative and inclusive environment	A*: Significantly exceeds performance standards <ul style="list-style-type: none"> Overall performance is consistently and significantly above the expectations of the role/post. Individual has made progress beyond their ambitious objectives. They support others to achieve success in terms of university impact. The individual exemplifies the university values. 	5 Total awarded: £13,889

5.7 Two Senior Staff were not eligible for a performance award under the Senior Staff Remuneration Framework.

6. Changes in the Vice-Chancellor's remuneration over time

6.1 The University is required by the OfS's Accounts Direction to publish the components of the Vice-Chancellor's remuneration in its [financial statements](#), and has done so for many years. The table below tracks changes in the Vice-Chancellor's basic pay and total remuneration over time in comparison with the data for the higher education sector published by the OfS (the most recent comparator data is for 2019/20):

	Greenwich: 2018/19 (£)	Greenwich: 2019/20 (£): outgoing Vice-Chancellor ³ (01.08.19 – 31.12.19)	Greenwich: 2019/20 (£): incoming Vice-Chancellor ⁴ (01.12.19 – 31.07.20)	Greenwich: 2020/21 (£)	Greenwich: 2021/22 (£)	Greenwich: 2022/23	HE providers previously funded by HEFCE, 2019/20 mean (OfS) (£) ⁵
Salary	245,984	102,000 (annual equivalent:	159,000	240,000	243,000	272,000	248,182

³ Professor David Maguire.

⁴ Professor Jane Harrington.

⁵ <https://www.officeforstudents.org.uk/publications/senior-staff-remuneration-analysis-of-the-2019-20-disclosures/>

	Greenwich: 2018/19 (£)	Greenwich: 2019/20 (£): outgoing Vice- Chancellor ³ (01.08.19 – 31.12.19)	Greenwich: 2019/20 (£): incoming Vice- Chancellor ⁴ (01.12.19 – 31.07.20)	Greenwich: 2020/21 (£)	Greenwich: 2021/22 (£)	Greenwich: 2022/23	HE providers previously funded by HEFCE, 2019/20 mean (OfS) (£) ⁵
		£246k)	(annual equivalent: £240k)				
Taxable benefit	-	-	1,000	2,000	2,000	3,000	
Performance related pay ⁶	-	-	-	-	5,000	5,000	
Subtotal	245,984	102,000	160,000	242,000	250,000	280,000	
Employer's pension contributions	- ⁷	- ⁷	38,000	57,000	59,000	66,000	
Total remuneration	245,984	102,000	198,000	299,000	309,000	346,000	301,258

7. The relationship between the Vice-Chancellor's remuneration and that of other staff

7.1 Starting with its 2017/18 financial statements, the University has been required by the OfS to publish the relationship between the Vice-Chancellor's remuneration and that of all other staff, expressed as two pay multiples: the ratio of the Vice-Chancellor's basic pay to the basic pay of all staff, and the ratio of the Vice-Chancellor's total remuneration to the total remuneration of all staff. The table below tracks changes in the University's pay multiples over time and how the University's pay multiples relate to data for the higher education sector published by the OfS (the most recent comparator data is for 2019/20):

⁶ Covers awards made under the Senior Staff Remuneration Framework from 2018/19 onwards.

⁷ No employer's pension contributions were paid for Professor David Maguire in 2018/19 or 2019/20 (up to the end of his appointment) as the Vice-Chancellor opted out of the University's pension scheme. Professor Maguire received no additional payment in lieu of pension contributions.

Pay multiple	Range for all HE providers, 2019/20 (OfS) ⁸	OfS funded HE providers, 2017/18 median (OfS) ⁹	Greenwich: 2018/19 financial statements	Greenwich: 2018/19 (restated)	Greenwich: 2019/20 financial statements	Greenwich: 2020/21 financial statements	Greenwich: 2021/22 financial statements	Greenwich: 2022/23 financial statements
Head of provider's basic salary to median basic pay of all staff	1.0 < to 12.5	7.2	5.87	6.35	6.28 (outgoing Vice-Chancellor ¹⁰) 6.16 (incoming Vice-Chancellor ¹¹)	6.59	6.41	7.12
Head of provider's total remuneration to median total remuneration of all staff	1.0 to 17.0	7.7	5.20	5.57	5.46 (outgoing Vice-Chancellor ¹⁰) 6.65 (incoming Vice-Chancellor ¹¹)	6.96	6.89	7.62

7.2 The OfS's Accounts Direction for accounting periods beginning on or after 1 August 2019 requires that all staff should be included in the calculation of pay multiples who are required to be in real-time reporting to HMRC. The new method removes the requirement to include agency staff. Consequently, the pay multiples for 2019/20 onwards are not directly comparable to those published in the University's financial statements for earlier years or to the comparative data for 2017/18 published by the OfS. The pay multiples for 2018/19 have been restated according to the methodology used for 2019/20 onwards for comparison.

8. Income from external appointments

8.1 The [Senior Staff Remuneration Framework](#) sets out the University's policy on the retention of income from external appointments by senior staff and how this should be overseen by the Remuneration Committee. One Senior Staff member received an honorarium for an external board appointment which they donated to the Alumni Hardship Fund.

⁸ <https://www.officeforstudents.org.uk/publications/senior-staff-remuneration-analysis-of-the-2019-20-disclosures/>

⁹ <https://www.officeforstudents.org.uk/advice-and-guidance/regulation/senior-staff-pay/>. The OfS's analysis of 2019/20 remuneration disclosures does not include average pay multiples for the sector.

¹⁰ Professor David Maguire. The differences between the incoming and outgoing Vice-Chancellors in the pay multiples related to total remuneration in 2019/20 reflect the fact that outgoing Vice-Chancellor (Professor David Maguire) opted out of the University's pension scheme and was not in receipt of pension contributions, explaining the lower total remuneration.

¹¹ Professor Jane Harrington.

9. Senior staff expenses

- 9.1 Senior staff and other staff are subject to the University's [Financial Regulations](#) with respect to expenses, which must be wholly, exclusively and necessarily for business purposes. All claims for the re-imbursalment of allowable business expenses incurred by staff in the course of their duties must be submitted for payment according to the Finance Directorate's procedures and be supported by original receipts.

Approved by the Governing Body on 21 November 2023

Appendix: Remuneration Committee terms of reference, 2022/23

Remuneration Committee

1. Constitution

- 1.1 The Governing Body has established a Committee of the Governing Body known as the Remuneration Committee.

2. Scope

- 2.1 It is the role of the Remuneration Committee to oversee the University's policy on the remuneration of Senior Staff (the Senior Staff Remuneration Framework) and to review and determine the remuneration and terms and conditions (and where appropriate severance payments) of the Vice-Chancellor and other Senior Staff. The Senior Staff Remuneration Framework specifies the Senior Staff who fall within the remit of the Committee.

3. Membership

- 3.1 All members of the Remuneration Committee and its Chair shall be appointed by the Governing Body and must consist of members with no executive responsibility for the management of the institution. There shall be no fewer than five members and not more than seven members, comprising:

- An Independent Governor who is not the Chair or Vice-Chair of the Governing Body (to act as Chair);
- The Chair of the Governing Body;
- The Chairs of the Audit and Risk Committee;
- The Chair of the Finance Committee;
- Between one and three other Independent Governors.

A quorum shall be at least three members.

- 3.2 Members of the Committee shall normally be appointed to the Committee for a term of three years and are eligible for re-appointment. Membership shall cease on expiry of the member's term of office on the Governing Body.

4. Attendance at meetings

- 4.1 The Vice-Chancellor, the Director of Human Resources and the University Secretary will normally attend meetings to inform and support the Committee (e.g., in the case of the Vice-Chancellor, to contribute to discussion about the performance and remuneration of Senior Staff other than the Vice-Chancellor). Other staff may be invited to attend for specific items where their attendance can inform and support the Committee. Attendees are not members of the Committee. No attendee shall play any part in deciding their own remuneration and attendees shall not be present when their own performance and remuneration are being discussed.

5. Frequency of meetings

- 5.1 Meetings shall normally be held at least once each financial year. Additional meetings may be called by the Chair of the Committee as required.

5.2 The Committee may meet in person, by virtual means or through a combination of in person and virtual attendance at the discretion of the Chair. The Committee may also decide matters by email circulation. In between meetings of the Committee, the Chair of the Committee is empowered to decide matters falling within the Committee's remit by chair's action; matters decided by chair's action shall be reported to the next meeting of the Committee.

6. Authority

6.1 The Committee is authorised by the Governing Body to review and determine the remuneration and terms and conditions (and where appropriate severance payments) of the Vice-Chancellor and other Senior Staff. The Committee shall oversee the University's Senior Staff Remuneration Framework and recommend any changes in the policy on the remuneration of Senior Staff to the Governing Body.

7. Duties

The duties of the Committee shall be to:

- 7.1 Oversee the University's policy on the remuneration of Senior Staff (the Senior Staff Remuneration Framework) and review it at least annually, recommending any changes to the Governing Body. In so doing, the Committee shall:
- Keep under review developments in senior staff remuneration in the higher education sector and other relevant sectors, ensuring the competitiveness of the University's approach;
 - Ensure the University's compliance with all relevant codes of practice and requirements, including the *Higher Education Senior Staff Remuneration Code* issued by the Committee of University Chairs (CUC) and the requirements of the Office for Students.
- 7.2 Determine the remuneration and terms and conditions of the Vice-Chancellor and other Senior Staff at the time of their appointment.
- 7.3 Annually review and determine the remuneration of the Vice-Chancellor and other Senior Staff in accordance with the Senior Staff Remuneration Framework, ensuring that remuneration reflects each individual's performance and contribution.
- 7.4 Consider the objectives set for the Vice-Chancellor and other Senior Staff in the annual appraisal round.
- 7.5 Determine any severance payments to the Vice-Chancellor and other Senior Staff.
- 7.6 Provide the Governing Body each year with a Remuneration Annual Report and Statement summarising remuneration decisions by the Committee in the preceding financial year, in accordance with the CUC's *Higher Education Senior Staff Remuneration Code*. The Report and Statement shall be published following approval by the Governing Body.
- 7.7 Review the remuneration disclosures proposed to be included in the University's annual financial statements prior to their consideration by the Governing Body, ensuring that the disclosures meet the requirements of the Office for Students' Accounts Direction.

8. Reporting procedures

- 8.1 Due to the confidentiality of its deliberations, minutes of the Committee's meetings will not normally be circulated to the Governing Body.
- 8.2 As indicated (see 7.6), the Committee will provide the Governing Body with a Remuneration Annual Report and Statement summarising remuneration decisions in the preceding financial year, for publication following approval by the Governing Body.

9. Secretarial arrangements

- 9.1 The secretary to the Remuneration Committee will be the University Secretary or their nominee.

10. Review

- 10.1 The Remuneration Committee will review its terms of reference annually and as necessary and recommend any necessary changes to the Governing Body, having liaised with the Nominations, Staffing and Governance Committee over any significant changes.
- 10.2 The Committee will review its own effectiveness annually and in greater depth at a minimum of every three years. Reviews may be performed as part of a wider governance effectiveness review.

Approved by the Governing Body on 28 June 2022