

## **OXFORD BROOKES UNIVERSITY - ANNUAL REMUNERATION REPORT 2024**

The Higher Education Senior Staff Remuneration Code<sup>1</sup> ('The CUC Code') published by Committee of University Chairs provides guidance to institutions on how to determine fair and appropriate remuneration for vice-chancellors and other senior university staff. Oxford Brookes University has adopted the CUC Code.

At Oxford Brookes University the remuneration of the Vice-Chancellor and Registrar and Chief Operating Officer is determined by the remuneration function of the People Committee, which comprises those members of People Committee who are independent governors.

The remuneration of Pro Vice-Chancellors and directors of Professional Services directorates is determined by the VCG Remuneration Committee and reported to the remuneration function of the People Committee. The membership and terms of reference of the People Committee and the VCG Remuneration Committee are at Appendices 1 and 2.

This report is published in accordance with the CUC Code.

### **Remuneration Function of the People Committee**

The Remuneration Function of the People Committee determines the remuneration of the 'holders of senior posts', as defined in the University's Articles of Government, i.e. the Vice-Chancellor and the Registrar and Chief Operating Officer. In each case, any salary increase is subject to satisfactory performance and the committee receives an annual report on performance against objectives, which is informed by feedback from internal and external stakeholders.

The People Committee (Remuneration Function) met in June 2024 to determine the remuneration of the Vice-Chancellor and the Registrar and Chief Operating Officer, as well as to receive the decisions of the VCG Remuneration Committee, which had met in May. At that time national pay negotiations (in which Oxford Brookes University participates) were ongoing. The final offer in the 2024 negotiations was for a staged pay award. Roles at the top of the pay spine received an increase of £900 with effect from August 2024, with the balance of the award paid in March 2025 to bring the overall increase to 2.5%. At Oxford Brookes University, the first part of the pay award was implemented in October 2024, backdated to August and the second part was paid in March 2025.

### **Remuneration of the Vice-Chancellor**

The Vice-Chancellor's remuneration is positioned at or around the median basic salary of vice-chancellors of institutions with a similar annual turnover and is subject to the considerations set out in the terms of reference at appendix 1.

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<sup>1</sup> The full CUC code may be found at <https://www.universitychairs.ac.uk/wp-content/files/2021/11/Remuneration-Code-Revised-November-2021-final-1.pdf>

The Vice-Chancellor's remuneration for 2023/24 comprised basic salary and an employer's contribution of 6.3% of salary to the Universities Superannuation Scheme under the enhanced opt-out arrangement for part of the year. With effect from 1 January 2024, the employer contribution rate for the USS enhanced opt-out arrangement was set to 0%. The Vice-Chancellor receives no income derived from external activities, or performance-related pay.

The Vice-Chancellor's salary was set by the Remuneration Committee at £233,300 on his appointment on 1 February 2015. Until 2021, he declined to accept any pay increase. In 2021 and 2022, his salary was increased in line with the national pay award.

As a consequence of the years in which no increase was accepted, the Vice-Chancellor's salary sat slightly below the median of institutions with a similar turnover. In August 2023, it was decided to award an increase of 5.4% of the February 2023 salary, in order to bring the salary to £262,263, in line with the sector median for vice-chancellors of institutions with a similar annual turnover.

Emoluments of the Vice-Chancellor	2021-22	2022-23	2023-24
Salary	£236,800	£246,343	£262,263
Performance-related pay	N/a	N/a	N/a
Benefits	-	-	-
Sub-total	£236,800	£246,343	£262,263
Pension costs	£13,221	£15,520	£6,884
Total	£250,021	£261,863	£269,147

In accordance with the CUC Code and the OfS Regulatory Advice 9: Accounts Direction, the following pay multiples are presented as at 31 July 2024.

Comparator	Basic pay (CUC code)	Total pay (CUC code)	Basic pay (OfS)	Total pay (OfS)
Median pay of the workforce	1 : 6.9	1 : 6.9	1 : 7.0	1 : 5.9

Using the CUC Code methodology, the ratio of the Vice-Chancellor's pay to the median of the workforce for the preceding three years are as follows:

Median pay for the University workforce	Basic pay (CUC code)	Total pay (CUC code)
2020-21	1 : 6.7	1 : 6.7
2021-22	1 : 6.7	1 : 6.7
2022-23	1 : 6.8	1 : 6.8

The expenses incurred by the Vice-Chancellor in the last year are summarised below.

Category	Expenses 2023-24
Travel	£6,041
Accommodation	£2,708
Hospitality	£1,094
Conference fees/subscriptions	-
Other	£127
Total	£9,970

### Remuneration of the Registrar and Chief Operating Officer

The remuneration of the Registrar and Chief Operating Officer is positioned around the sector upper quartile for Chief Operating Officers. In August 2023, it was decided to award an increase of 6.4% of the February 2023 salary, in order to bring the salary to £185,735, in line with the sector upper quartile for Chief Operating Officers.

Emoluments of the RCOO	2021-22	2022-23	2023-24
Salary	£166,156	£172,567	£185,735
Benefits	-	-	-
Sub-total	£166,156	£172,567	£185,735
Pension costs	£35,585	£37,336	£32,426
Total	£201,741	£209,903	£218,161

### VCG Remuneration Committee Recommendations

The People Committee (Remuneration Function) also received the decisions of the VCG Remuneration Committee in respect of salary increases effective from 1 August 2024 for the other members of the VCG (at the time, these were the two Pro Vice-Chancellors, the four Pro Vice-Chancellor Deans, the Chief Financial Officer, the Chief People Officer and the Academic Registrar and Director of Academic and Student Administration), as well as the Directors of Professional Services functions. All salary increases are subject to satisfactory performance.

Salaries for staff within the remit of the VCG Remuneration Committee are determined by reference to the upper quartile data for specific professional or academic leadership functions to ensure the University is able to recruit, retain and reward well-qualified staff who are able to support the delivery of the University's strategic objectives (see Appendix 2). The rationale for selecting upper quartile benchmarks relates to Oxford's high cost of living.

Senior staff remuneration comprises basic salary and employer's pension contribution. They receive no income derived from external activities, benefits in kind, increments or performance-related pay.

The table below shows the numbers of staff paid at £95,000 or more on 1 August 2024. As well as VCG members and Directors, this population also includes senior professional and academic staff paid at our senior staff grade 4 and the upper points of senior grade 3, as well as a small number of senior staff and professors paid on personal rates.

Basic salary per annum	Number of staff at 1 August 2024
£95,000 - £99,999	4
£100,000 - £104,999	3
£105,000 - £109,999	1
£110,000 - £114,999	2
£115,000 - £119,999	1
£120,000 - £124,999	0
£125,000 - £129,999	1
£130,000 - £134,999	1
£135,000 - £139,999	3
£140,000 - £144,999	2
£145,000 – £149,999	0
£150,000 – £154,999	1
£155,000 – £159,999	5

**Laura Woodley, Data Analytics Manager**  
**Sarah Thonemann, Chief People Officer**

**15 May 2025**

## Appendix 1 - People Committee 2024/25 - Terms of Reference and Membership

The People Committee is established to assist the Board of Governors and the University in its oversight role of those functions to ensure that the University's strategic objectives as defined within the University strategy and the associated People and Culture Pillar are achieved. Additionally, it oversees policy and best practice in the determination of remuneration.

The committee must also ensure that the legal and compliance requirements as they relate to people, culture and remuneration are being met.

### Membership

The membership of the Committee shall be appointed by the Board of Governors on the recommendation of the Nominations Committee. Consideration will be given to the available skills, expertise and competencies required to fulfil the Committee's terms of reference.

**The Committee shall consist of at least 4 members including the Chair:**

	Category	Name	Date appointed
1.	Independent Governor (Chair from 25.02.25)	Jill Duffy	May 2024 (1)
2.	Independent Governor	Anup Mysoor	May 2021 (1)
3.	Independent Governor	Simon Jones	August 2017 (1)
4.	Independent Governor	Osama Rahman	July 2021 (1)
5.	Independent Governor	Jill Duffy	May 2024 (1)
6.	Co-optee	Sarah Stevens	31 December 2023
7.	Staff Governor	Maritza Miranda-Pachon	13 December 2022
8.	Chief People Officer	Sarah Thonemann	Ex officio
In attendance:			
9.	Vice-Chancellor	Prof Alistair Fitt	Ex officio
10.	Registrar and Chief Operating Officer	Brendan Casey	Ex officio
11.	Head of Secretariat	Maria Crawford	Ex officio

In addition to the requisite expertise, gender and diversity balance are key elements to membership.

The Chair and Deputy Chair of the Committee shall be members of the Board of Governors.

Members are required to attend all meetings of the Committee. In the event a member does not attend 3 consecutive meetings, they may be replaced.

## **Quoracy**

The quorum of the meeting of the Committee shall be 50% of its membership. If a meeting is not quorate, any decisions must be approved at the next quorate meeting before they may be implemented.

A People Committee effectiveness review will be carried out every two years.

## **Conflicts of Interest**

Committee members shall take personal responsibility to declare any potential conflict of interest arising in relation to any items on the agenda for Committee meetings.

Where a perceived conflict of interest arises, a Committee member shall bring this to the attention of the Secretary who will discuss with the Chairperson and appropriate arrangements to manage the potential conflict of interest will be agreed as per the University Conflict of Interest Policy.

## **Responsibilities**

The People Committee shall provide oversight of:

- a) the implementation of the action plan arising from the third pillar of the University's Strategic Plan;
- b) the development and implementation of the University's equality, diversity and inclusion strategies;
- c) the oversight of health and safety measures, policies and procedures to ensure the safety of staff in compliance with the relevant legislation
- d) the Human Resources strategies of the University subsidiaries
- e) matters related to the determination of remuneration for senior staff as defined by the Board of Governors (currently the Vice-Chancellor and the Registrar and Clerk to the Board of Governors). To determine on appointment and subsequently to review the remuneration, terms and conditions of service, appraisal arrangements and any severance provision for senior staff; and
- f) ensure the provision of pensions supports recruitment and retention of staff and is legally compliant. Pension expenditure must be approved by the Finance and Resources Committee at an affordable level (as approved withing the 5 Year Financial Plan)

## **Special note on the remuneration function of the Committee:**

It is anticipated that the remuneration function aspect of the committee will be undertaken at a special meeting of the committee, annually at a point in the year to be agreed.

The members of the Committee, for purposes of remuneration matters, must be governors who are not employees or students of the University. The Chair of the Board of Governors must not act as the Chair of the Committee.

The Vice-Chancellor is not a member of the committee and only attends at the request of the committee for specific matters and not as part of any discussion or recommendation of his/her own remuneration.

When considering issues related to remuneration, the committee will have regard to appropriate factors including:

- 1) proportionate pay and the general level of pay rises in the university sector;
- 2) comparability with staff in other universities based on comparative information (such as CUC and UCEA);
- 3) the performance in post of the Vice-Chancellor as reported by the Chair of Governors based on a performance review against the year's objectives, and the report of the Vice-Chancellor on the performance of other posts;
- 4) attracting and retaining excellent leaders is essential for the University to achieve its strategic objectives, and pay should be set at a level that will enable us to achieve that; and
- 5) the views of the senior staff and, if requested by those staff, their representatives; and
- 6) the University's charitable purposes
- 7) If considering severance arrangements for senior staff, the Committee must represent the public interest and avoid any inappropriate use of public funds, taking care not to agree to a severance package which staff, students and the public might deem excessive.
- 8) To report to the Board of Governors the written decision of the committee concerning senior staff pay and provide sufficient detail of the broad criteria, policies and performance against which decisions have been made.
- 9) To report to the Board of Governors the recommendations of the VCG Remuneration Committee on the pay of PVCs, Faculty PVC and Directors, together with the criteria used in making these decisions noting that committee members may wish to comment.

The Committee shall, as its core function:

1. Make whatever recommendations to the Board of Governors on any area within its remit where action or improvement is needed;
2. Provide input to the Board Chair on the development of appropriate training programmes for Board members and committees;
3. Co-opt expertise to provide specialist skills, knowledge and experience;
4. The People Committee shall meet 3-4 times a year, in advance of Board of Governor meetings. The Chair may convene additional meetings, as they deem necessary;
5. The quorum of the meeting of the Committee shall be 50% of its membership. If a meeting is not quorate, any decisions must be approved at the next quorate meeting before they may be implemented. A duly convened meeting of the Committee at which a quorum is present shall be competent to exercise all or any of the authorities, powers and discretions vested in or exercisable by the Committee;
6. The following should attend for all or part of Committee meetings as required:
  - Vice-Chancellor Registrar
  - Chief Operating Officer
7. Administrative support to the Committee shall be provided by the VCO Secretariat.

## **Appendix 2 - VCG REMUNERATION COMMITTEE 2024/25 – Terms of Reference**

### **Summary of Purpose**

To report to the People Committee (remuneration function) the remuneration of the Pro Vice Chancellors, PVC/Deans, and directors.

To ensure that the University is able to recruit and retain well-qualified staff who are able to support the delivery of the University's strategic objectives.

### **Frequency of Meetings**

The Committee will meet at least once per year.

### **Quoracy**

The meeting will be quorate if both the Chair of the VCG Remuneration Committee and Independent Governor are present.

### **Duties and Responsibilities**

To review the remuneration of the senior staff within its remit at least annually. In setting base salaries, the committee will have regard to relevant following factors, including:

- a) proportionate pay and the general level of pay rises in the university sector;
- b) comparability with staff in similar roles at other universities as reflected in upper quartile data for all universities in the UCEA salary survey and any other relevant comparative information;
- c) attracting and retaining excellent leaders is essential for the University to achieve its strategic objectives, and pitching senior pay at the sector upper quartile will enable us to achieve that;
- d) as a starting principle, individuals in the same role or very similar roles, such as Pro Vice-Chancellors and PVC/Deans, will be paid at the same level. This brings cohesion, avoids the potential for harmful competition or conflict, and reduces the time that would be required for individual negotiations. However, this will not be binding in all instances and, if there are other pressing reasons that require salaries to be set individually, the committee will do so;
- e) the performance of the postholders against the year's objectives; in particular, pay rises will not be made to those who are not performing to a good standard; and
- f) the University's charitable purposes and, in particular, the Good Pay Guide for Charities and Social Enterprises issued by the Association of Chief Executives of Voluntary Organisations.

To recommend any market supplementation for particular roles to reflect higher upper quartile data for specific administrative functions or academic subject areas, as reflected in relevant comparative salary data.



*To represent the public interest and avoid any inappropriate use of public funds, taking care not to agree to any remuneration package which staff, students and the public might deem excessive.*

To report to the People Committee (remuneration function) of the Board of Governors the written recommendations of the Committee concerning remuneration with sufficient detail of the broad criteria, policies and performance against which those recommendations have been made.

### **Membership**

	Category	Name	Status
1	Chair	Professor Alistair Fitt	Vice-Chancellor
2	Member	Brendan Casey	Registrar & Chief Operating Officer
3	Member	Julia Harrington	Chair of People Committee (or his or her nominee)
	Chief People Officer	Sarah Thonemann	Advisor
	Head of Secretariat	Maria Crawford	Secretary, in attendance