



EXCEPTIONAL REMUNERATION COMMITTEE

30 JUNE 2026

REDACTED MINUTES FOR PUBLICATION

An exceptional meeting of the Remuneration Committee was held remotely via Zoom videoconferencing on Tuesday 30 June 2026 from 09.00-10.00am.

Present: Graeme Scott [GS] – Honorary Treasurer and Chair
Prof. Michelle Jones [MJ] – Vice Chair of the Board
Adam Denton [AD] – Student Observer
Ros Kerslake CBE [RK] – Chair of the Board

Apologies: Prof. Ashley Wheaton [AW] – Vice Chancellor

In Attendance: Jane Fawkes [JEF] – University Secretary
Lyndsay Hughes [LH] – Note taker
Lisa Wilks [LW] – Director of HR

0710 **1.1/ RECORDING OF THE MEETING**

0711 Committee members consented to the recording of the meeting for the purposes of supporting minute taking, noting that it would be deleted thereafter.

0712 **1.2/ DECLARATION OF ANY CONFLICTS OF INTEREST**

0713 There were no conflicts of interest declared.

0714 **1.3/ APOLOGIES FOR ABSENCE**

0715 There were apologies for absence from Ashley Wheaton.

0716 **1.4/ MINUTES OF THE MEETING HELD ON 29 OCTOBER 2025**

0717 The minutes of the Remuneration Committee held 29 October 2025 (paper 1.4) were **APPROVED** as a true record and signed by the Chair of the Remuneration Committee. The proposed redactions from these minutes were approved ahead of being published on the University's website.

0718 **1.5/ ACTIONS SUMMARY**

0719 The Committee **NOTED** that the outstanding actions agreed by the Committee have all either been closed, are due to be reported on for the

September 2026 regular meeting or are due for discussion within this meeting.

0720 It was, however, **NOTED** that providing the draft pay ratios data for September would not be possible in any meaningful way and is simply too early in the cycle of work associated with yearend reporting. This action was therefore **CLOSED**.

0721 It was also **NOTED** that action 698 could be closed for the current Vice Chancellor. The Chair will be following a robust process for this year and has agreed that Vice Chancellor bonus will still be considered for 2025-26 noting that this will be during the Vice Chancellor's notice period.

0722 Redacted

0723 Redacted

ACTION: Redacted

0724 2.1/ VICE CHANCELLOR ANNUAL PERFORMANCE REVIEW PROCESS AND FORM

0725 Redacted, a process and form were proposed by the Director of HR at papers 2.1 and 2.1a for the consideration and approval of the Committee. The process outlines key dates at which steps in the process need to take place in order to meet the final Committee paper deadlines for the meeting in September 2026.

0726 The Committee **AGREED** that the proposed form and process were useful. They would broadly be followed but with some discretion given the unusual circumstances this year. Other comments made included:

- The form was considered slightly over-engineered and could be simplified with a box per section rather than for every single target/objective.
- Steps 3&4 and 7&8 could be combined to simplify.
- Steps 11 & 12 should be clear on benchmarking and pay awards regarding basic pay vs bonus and make separate recommendations for each.
- The process should not request completion of the form prior to the review period ending.
- The process should include an opportunity for final follow-up agreement between Chair and VC ahead of being submitted to Remuneration Committee.
- The timing of the September Remuneration Committee should be reviewed for future years to allow more time from yearend and for reviews to be completed.
- The paperwork does not set out how performance against the agreed metrics might translate into a bonus amount Redacted

0727 The Committee **APPROVED** the proposed process and corresponding form for use in assessing the Vice Chancellor's performance in 2025-26, pending some simplification.

ACTION: Simplify the Performance Review form and process in line with the comments made. [LW]

0728 The Committee **AGREED** that in their meeting in October 2026, they would review the efficacy of the process and form with a view to adopting it longer term for use with the new Vice Chancellor to be appointed in 2026-27 following the resignation of Ashley Wheaton from his position (due to leave UBE by 31 March 2027). They Committee further **AGREED** to review the timing of the September Remuneration Committee for 2027 onwards to allow more time for completion of reviews and submission of paperwork to the Committee.

**ACTION: Ensure a review of the efficacy of the review process and form is included on the October meeting agenda. [LH]
Review the timing of the September Remuneration Committee for 2027 onwards. [LH]**

0729 3.1/ REMUNERATION (EXCLUDING BONUS) FOR THE NEW VICE CHANCELLOR

0730 The Director of HR introduced a discussion on the deliberations and decisions required of the Committee in terms of agreeing an overall basic pay range and package for the new Vice Chancellor, which is required for the executive search firm to be appropriately briefed to commence the search (paper 3.1). LW summarised the considerations to be made and matters to be determined as set out in the paper, in the context of some bespoke benchmarking data for institutions with income below £50M.

0731 The Committee made the following points in discussion:

- Redacted.

0732 The Committee **CONFIRMED** that Anderson Quigley would be advised that the basic pay or pay range for the new Vice Chancellor would be £180-220K per annum. Redacted

0733 The Committee **AGREED** that the University would apply the standard UBE benefits offering to the new Vice Chancellor role, which includes employer pension contributions at 14.5%, employee at 6.1% in the USS scheme, life assurance at four times salary, private medical insurance (only offered to those staff in senior roles), 26 days paid holiday (rising to 28 with service) plus paid bank holidays and a range of other standard benefits covering family friendly policies, wellbeing and sustainable travel support. This approval provides consistency with the current Vice Chancellor's package.

- 0734 The Committee **AGREED** the executive search firm would be briefed as follows regarding salary:
- To focus on the flexibility within the basic salary range to secure a depth and breadth to potential candidates without limiting who may apply and to allow for negotiation for exceptional candidates.
 - To advise the degree to which the salary range agreed should be made public to candidates/on the microsite.

0735 **3.2/ BONUS FOR THE NEW VICE CHANCELLOR**

- 0736 The Director of HR introduced a discussion on the deliberations and decisions required of the Committee in terms of agreeing whether a bonus would be part of the new Vice Chancellor's remuneration package or not, which is required for the executive search firm to be appropriately briefed to commence the search (paper 3.2). The current Vice Chancellor is considered for a non-discretionary bonus annually which through custom and practice has ranged between £30-£40K per annum.

0737 Redacted

0738 Redacted

0739 Redacted

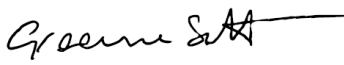
- 0740 The Committee **AGREED** that a bonus would feature in the reward package for the new Vice Chancellor and that this would align with the Executive Team Performance Award scheme redacted based on key criteria already established which link directly to collective performance against annual institutional targets.

0741 **4.1/ ANY OTHER BUSINESS**

- 0742 The University Secretary advised the Committee that Andy Macdonald's term on the Remuneration Committee as External Representative had officially concluded in autumn 2025. Following discussion in June 2026, Andy confirmed his intention to step down, as his current professional role is no longer within the higher education sector and is therefore of less relevance to the deliberations of the Committee. The Chair of the Committee has written to Andy to thank him for his service. The University Secretary is now working to fill the resultant External Representative vacancy from within the higher education sector in advance of the September 2026 meeting.

- 0743 No other matters of business were raised. The Chair thanked LW for preparing the meeting papers so quickly and all Committee members for their contributions to the discussions and decisions taken. He then closed the meeting at 09.58am.

0744 The date of the next Remuneration Committee meeting will be 10 September 2026.

Signed: 

Name: Graeme Scott

Position: Chair, Remuneration Committee

Date: 10 September 2026