Purpose of the Remuneration Committee

The role of the Remuneration Committee is to recommend to the University Court the remuneration strategy and policy framework for Professorial and Grade 10 staff, including the Principal and the University Executive Group (UEG). In so doing, the Committee’s aim is to be an exemplar of sector-wide good governance and best practice in relation to remuneration, reward matters and any termination arrangements (severance), for senior staff.

The Committee will report to the Court on decisions regarding the salary, emoluments and terms and conditions of service for the members of the UEG, including the Principal.

The Committee will delegate authority to the UEG the application of the Remuneration Policy and Procedure for all other staff at grade 10, but will receive and consider appropriate reports and monitoring data from the UEG in relation to its decisions in discharging this delegated authority.

In so doing, the Committee must:

- take account of SFC’s guidance on the governance of senior salaries.
- give due regard to the academic, institutional and financial wellbeing of the University.
- ensure the University’s principles of fairness, equality, diversity and inclusion are applied and monitored.
• ensure that the Principal, the members of the UEG and staff at grade 10 are fairly rewarded for their individual contribution to the University’s overall performance.
• ensure compliance with the financial parameters within which the Committee and the UEG must operate when making salary/monetary awards, approving 'other paid work' e.g. consultancy payments or considering termination arrangements.
• satisfy itself that the grade 10 staff who have been made salary/monetary awards have actively engaged in the University’s Objective-setting and Review process and demonstrate performance which supports the University’s Vision and Strategy.
• fulfil its duties as outlined in the Schedule of Delegation.

2. Context

The Scottish Funding Council (SFC) requires that the University follows the principles of the Financial Reporting Council’s UK Corporate Governance Code (FRC Code), insofar as they apply to the University sector and the recently-published Scottish Code of Good Higher Education Governance 2017. The University is also required to follow the guidance to institutions set out by the Committee of University Chairs in its Guide for Members of Higher Education Bodies in the UK (CUC Guide).

Both these guides require the University to establish a Remuneration Committee to determine and review the salaries, terms and conditions (and, where appropriate, severance payments) of the head of the institution and such other members of staff as the governing body deems appropriate. They also emphasise that the composition of the Committee should be of independent/lay members, with best practice suggesting that the chair of the governing body should not chair the Committee.

The University is required to adhere to the principles of the Scottish Code of Good HE Governance (2017), specifically under paragraphs 78-81 on Remuneration Committees.

The CUC Guide states that the reports of the Remuneration Committee to the governing body should provide sufficient detail of the broad criteria and policies against which decisions have been made. However, the FRC Code requires the production of a tabulated report setting out Directors’ remuneration (i.e. members of UEG in the University context), covering salary, severance payments, benefits in kind, pension contributions and individual pension fund valuations. This report on the remuneration of UEG members is presented each year to the Remuneration Committee and to the University Court. In addition, a simplified version setting out the salaries of members of the UEG by salary band in published each year in the University’s Annual Report and Accounts. The SFC imposes specific requirements on Remuneration Committees in respect of setting policy statements on severance and overseeing severance arrangements. The SFC annual accounts direction also gives guidance on the information that should be disclosed in an institution’s annual financial statements about the Principal’s remuneration and any severance payments.
to staff earning over £70,000 per annum or where the costs of all elements of a proposed arrangement amount to more than £100,000.

3. Composition of the Remuneration Committee

The Remuneration Committee must have the expertise to review and determine the salaries, emoluments and terms and conditions of service for the most senior members of the University (i.e. the Principal and the UEG) and to monitor the application of the Remuneration Policy to ensure it is being applied fairly, effectively and consistently, in the University’s interests. In the interests of equity, the Remuneration Committee should aim as far as possible to have a diverse membership in relation to the Protected Characteristics as defined in the Equality Act 2010.

The membership of the Committee will comprise:

- The Chair of Court.
- Three lay members of Court, one appointed as Convener. The Convener of the Audit Committee will not normally be a member.
- One staff member of Court;
- One student member of Court;
- The Committee may seek independent advice as may be required from time to time.

The quorum of the Remuneration Committee will be three.

The following University Officers will be invited to be in attendance of meetings to be held to account for the decisions taken at previous stages within their area of responsibility, and otherwise to provide advice, guidance, and answer questions when requested:

- The Principal.
- The Vice-Principal (Provost).
- The University Secretary & Chief Operating Officer.
- The Director of Human Resources & Organisational Development, (Secretary to the Committee)
- The Policy Officer (Corporate Governance), (Minute Secretary)

The University Officers in attendance will withdraw from the appropriate sections of any meeting at which their personal salary, emoluments and/or terms and conditions of service or those of their peers are being discussed by the Remuneration Committee.

In addition, a separate meeting of the Committee will be convened to consider the salary and other terms & conditions of the Principal, which require to be discussed. The Principal will not attend this meeting.

The following skills/experience are particularly valued by the Committee

- General understanding of, and commitment to, good governance;
- Experience or qualifications relating to Human Resources matters;
- Experience in reward and remuneration strategies and their application;

Approved by Court – February 2019
• Experience of performance management systems;
• Experience of the operation of appraisal systems;
• Experience of employee engagement/stakeholder consultation, ideally with staff and students;
• Understanding of the broader political, media, and governance environment relating to senior pay across the public and private sector;
• Awareness of sector-wide legislation and requirements relating to remuneration;
• Knowledge/experience and understanding of equality, diversity and inclusion legislation and approaches;

In addition, the following abilities and attributes would be valued

• Ability to challenge based on material and data presented;
• Ability to interpret the Committee’s remit within the wider context of the University Strategy; and

The above skills should be covered by the Committee as a whole, with individual skill-sets contributing towards this.

4. Key Responsibilities

The key responsibilities of the Remuneration Committee are:

• To maintain an overview of good practice in remuneration in the HE sector, other public and private sectors to inform the University’s Remuneration Policy.
• To approve the University’s remuneration strategy and policy framework that ensures the most talented leaders, both academic and professional, are recruited, retained and motivated to deliver results in line with the University’s vision and strategy.
• To review the Remuneration Policy for Grade 10 staff at least every 3 years to ensure its effectiveness in terms of impact and compatibility with the salary arrangements applicable to the rest of the University.
• To approve the design of any incentives and bonuses applicable to grade 10 staff.
• To review and determine the total reward package of the Principal taking account of performance and report accordingly to Court.
• To oversee contracts of employment for senior staff in accordance with the provisions of the Scottish Code of Good HE Governance Section 7:81.
• To review and determine the total reward package of members of the UEG taking account of performance and report accordingly to Court.
• To seek the views of representatives of students and staff of the Institution, including representatives of recognised trade unions, in relation to the remuneration of the Principal and the UEG.
• To oversee and report to Court on the outcomes of the delegation of responsibility to the UEG for reviewing and determining any annual salary increases and awards to those grade 10 staff of the University who are not members of the UEG.
• To review any gender pay gap for grade 10 staff and be informed of any necessary actions.
• To oversee severance or early retirement arrangements for grade 10 staff taking account of the SFC Guidance on Severance Arrangements in respect of Senior Staff.
• To approve exceptional removal and other expenses where the amount is greater than £12,000.
• To consider requests by UEG members or other senior Professors, to undertake consultancy; other paid work or serve as a non-executive director or similar having due regard to issues which could adversely impact the University.
• To review the Deans’ Honoraria periodically as necessary.
• To deal with any such other relevant matters as may be referred to the Remuneration Committee by Court.

5. Core Values

The core values of the University:

• Valuing people
• Working Together
• Integrity
• Making a Difference
• Excellence

must be central to all the processes and decisions made leading up to and at the Remuneration Committee.

• Merit (defined as clear contribution to the Vision and Strategy of the University), including the retention of key employees and the need to address any pay gap issues arising from an analysis of protected characteristics, will be the only basis on which remuneration awards will be distributed.
• Fairness, equality and diversity. No discrimination will be permitted arising from a protected characteristic as defined by the Equality Act 2010.
• Any conflicts of interest throughout the process, leading up to and at the Remuneration Committee must be declared and action taken to rectify the situation.

6. University Strategy to 2022

The Strategy to 2022 supports the core purpose, vision and values of the University. It has committed the University to being a high performance community through a multi layered approach, which includes;

• Advancing our values
• Enabling our people to flourish and
• Enhancing university performance and reputation

Reward which recognises contribution and commitment across these and other areas of the Strategy supports its delivery of these and the Remuneration Committee has a responsibility to ensure that is inherent in the process.
7. **Support for the Remuneration Committee**

In undertaking these responsibilities the Committee will receive support from the Principal, University Secretary, Director of Finance and the Director of Human Resources & Organisational Development.

It will be provided in the form of a report, co-ordinated by the Director of Human Resources and Organisational Development, including information on:

- Background information in respect of the HE sector and the University’s position contextualised within the overview, together with the University’s strategy.
- Contextualisation of the School or Directorate’s performance within the University by the UEG.
- The current and projected financial position of the University; the recommended budget to be allocated for grade 10 awards and the recommended financial value to be assigned according to performance rating (see Reward Policy).
- Relevant benchmarking salary data for the sector provided by UCEA covering both academic and senior professional staff.
- Any relevant retention issues.
- The recommended spread of financial awards across performance ratings.
- Proposed awards for individuals taking account of the above.
- An Equality Impact Assessment analysis of the statistical data relating to the full group of senior staff; those nominated and not; those successful and unsuccessful together with an explanatory narrative, with particular attention being paid to any indication of a gender or other pay gap.

This information will take the form of a report as shown in Appendix 1. In addition, the Director of Human Resources & Organisational Development will produce an Annual Remuneration Report for Court detailing the outcomes of the decisions taken by both the Remuneration Committee and the UEG, including an anonymised statistical report.

Where considered necessary, the Remuneration Committee may commission research and information externally and/or independent scrutiny and challenge, in order to ensure the University is an exemplar of ‘best practice’ in terms of governance, policy and process.

The University will support training and development for the members of the Remuneration Committee to ensure members are well-informed and up-to-date with remuneration matters.

8. **Meetings of the Remuneration Committee**

The arrangements for meetings of the Remuneration Committee are as follows.

- Typically, the Committee will meet in November and February of each year. An additional meeting can be arranged if considered necessary by the Committee.
- Minutes, agendas and papers will normally be circulated to the Committee and attendees at least five working days in advance of the meeting.
• A formal minute of the meeting will be produced for approval by the Convener and remitted to Court as a report of each meeting.
• The Committee will be serviced by the Policy Officer (Corporate Governance).
• Papers will include any action required and the status of the paper in respect of Freedom of Information legislation.

8. Delegated Authority

Court has delegated authority to the Remuneration Committee for the remuneration of the Principal and members of the UEG and to the UEG for the remuneration of other grade 10 staff across the University, subject to appropriate reporting.

9. Governance

Details of the salaries and other appropriate remuneration information will be published annually relating to the following officers who are members of the UEG:

• The Principal
• The Vice-Principals
• The Director of Finance
• The University Secretary & Chief Operating Officer
• The Director of Human Resources & Organisational Development
• The Director of External Relations.
Annex

University of Dundee
Information for the Remuneration Committee

1. Background information in respect of the HE sector and the University’s position contextualised within the overview, together with the University’s strategy.

2. Contextualisation of the School or Directorate’s performance within the University by the UEG.

3. The current and projected financial position of the University; the recommended budget to be allocated for grade 10 awards and the recommended financial value to be assigned according to performance rating (see Reward Policy).

4. Relevant benchmarking salary data for the sector provided by UCEA covering both academic and senior professional staff.

5. Any relevant retention issues.

6. The recommended spread of financial awards across performance ratings (see Reward Policy).

7. Proposed awards for individuals taking account of the above.

8. An Equality Impact Assessment analysis of the statistical data relating to the full group of senior staff; those nominated and not; those successful and unsuccessful together with an explanatory narrative, with particular attention being paid to any indication of a gender or other pay gap.
UNIVERSITY OF DUNDEE
REWARD POLICY FOR PROFESSORIAL AND GRADE 10 STAFF

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1. Introduction
Strategic reward is based on the design and implementation of reward policies and practices which will support and advance the University’s academic, organisational, cultural and financial objectives as well as its employees’ aspirations. It aims to attract, develop and engage exceptional staff and reward and recognise exceptional performance and/or special contribution.

‘Total reward’ includes everything the employee perceives to be of value resulting from the employment relationship. These can include financial and non-financial rewards, for example learning and development opportunities and flexible benefits as well as access to a range of University resources and facilities within its working environment.

It is recognised that grade 10 roles, including those of the Principal, members of the University Executive Group (UEG), Professors and professional services staff are complex and diverse and the University must be able to attract and retain high calibre leaders capable of delivering a demanding agenda. Nevertheless, as a charity in receipt of significant public funds and during times of financial challenge, there is a tension between paying salaries which are sufficient to secure, motivate and retain high quality staff in leadership positions and being excessively generous, which is likely to be unsustainable and may be inappropriate. However, to meet future challenges it is vital to support and engage with the development of talent and high performance within the senior group of staff of the University.

In the simplest terms, pay is part of the contractual obligations between employer and employee for work done and paid for. This does not take account of individuals’ intrinsic needs above and beyond monetary reward (in its various forms) alone. Whilst remuneration plays a key role in motivation, a reward system that combines this extrinsic aspect and the intrinsic needs of the individual for recognition, being treated well, status, flexibility, opportunities for promotion, personal development and fulfilment provides the ideal combination, allowing staff to realise their potential.

In creating a performance culture at the University, grade 10 individuals whose outputs are excellent will be offered a commensurate reward in order to retain their services to the benefit of the University; those whose performance is satisfactory will be rewarded appropriately and support will be provided to those staff who are performing at a level that is not satisfactory for their grade and the extent of experience. In the last resort, if performance does not reach satisfactory levels, alternatives, including dismissal on the grounds of capability will require to be considered.
Careful monitoring will be necessary to ensure that no discrimination of individuals or groups occurs due to protected characteristics as defined in the Equality Act 2010 and that positive action can be taken in respect of under-represented groups.

In accordance with the Remit of the Remuneration Committee, the Remuneration Committee will be responsible for approving base salary increases and related matters for the Principal and UEG members and UEG will be responsible approving the base salary increases and related matters for all other grade 10 staff in line with the budgetary guidance given by the Finance & Policy Committee.

2. **Aim of Policy**

This policy aims to set out the approach to rewarding grade 10 senior staff, both academic and professional, which is appropriate, transparent, provides fair reward and recognition for the work they perform, provides value for the University and is fully understood.

3. **Scope**

This policy applies to all grade 10 employees of the University, including the Principal, Vice-Principals/University Secretary, Professors, Directors and other senior professional services staff.

4. **The Principles of Fairness, Equity, Consistency and Transparency**

Fairness of treatment amongst staff is central to the University’s core values of Integrity and Valuing People and is an essential requirement when considering reward for individuals.

The principle of equity will be applied to ensure that no member of grade 10 staff will be disadvantaged due to any protected characteristic: age; disability; gender reassignment; marriage and civil partnership; pregnancy and maternity; race; religion and belief; sex or sexual orientation. Factoring in considerations that may put particular groups at a disadvantage in the process will ensure there is equality of outcomes. There may be occasion when it is necessary to redress inequities which have occurred in the past.

The Director of Human Resources & Organisational Development will produce an Equality Impact Assessment analysis of the statistical data relating to the full group of senior staff and those staff on grades immediately below for comparative purposes; those nominated and not; those successful and unsuccessful together with an explanatory narrative, with particular attention being paid to any indication of a gender or other pay gap. In addition, the Director of Human Resources & Organisational Development will produce an Annual Remuneration Report for Court detailing the outcomes of the decisions taken by both the Remuneration Committee and the UEG, including an anonymised statistical report.

The approach to be taken (see Annual Reward Procedure for Grade 10 staff) will apply consistently throughout the cohort, irrespective of levels of seniority within the group.

The procedure is designed to encourage transparency in discussions, feedback and the process itself.

5. **University Values in Practice**

As well as focussing on performance in relation to reward and recognition the Reward Policy will be aligned to the University's core values of:

- Valuing People
• Working Together
• Integrity
• Making a Difference
• Excellence.

For staff at grade 10, personal effectiveness in leading and managing people must be fundamental to the manner in which the University and School/Directorate strategies are achieved.

A prime expectation of senior staff at grade 10 is to be alert to individuals’ abilities, skills, qualities and potential as well as recognising their performance, and to provide them with appropriate opportunities to develop in their areas of strength as well as publicly recognising their contribution, where appropriate. A key objective on which grade 10 staff’s performance will be measured is the extent to which they have developed and recognised their direct reports and promulgated this culture amongst their School or Professional Services staff with a view to succession planning. Grade 10 staff will be expected to demonstrate their actions in this respect.

Valuing People, however, does not mean that difficult decisions and actions in relation to staff are avoided. Rather, it means that when difficult decisions and actions are necessary, they are put into effect with humanity and respect. Consideration should be given to good management methods and practice. The leadership of the University in this senior group will have a particular responsibility for role-modelling this behaviour both in respect of taking difficult decisions, where necessary, and for the manner in which these decisions are executed.

No member of grade 10 staff will be considered for a salary increase unless they have engaged fully in the OSaR process: be it personally, conducting OSaR meetings for their direct reports and, where necessary, nominating Reviewers. The Principal, Vice-Principal (Provost), Deans, the University Secretary and Directors must have a full understanding of the contributions their grade 10 staff are making in order that they may recognise achievements or intervene where there are performance difficulties.

6. The University Strategy to 2022

The Strategy supports the core purpose, vision and values of the University. It sets our commitments over the next five years and these include;

• Advancing our values
• Enabling our people to flourish and
• Enhancing university performance and reputation

Remuneration is one way in which the University can contribute to these commitments, ensuring Grade 10 staff are suitably rewarded for their contribution to the University, students and community.

7. The Purpose of the Reward Policy

The purpose of the Reward Policy for Grade 10 staff is to:

• Deliver the University’s, School’s or Directorate’s strategic objectives and plans.
• Reinforce the University’s values.
• Attract and retain high calibre academic and professional leaders.
• Motivate, engage and develop academic and professional leaders.
• Recognise and reward excellent performance in this staff group.
• Ensure academic and professional leaders foster a workforce which encourages creativity, originality, flexibility and builds future capacity which is capable of adapting to changing circumstances and environment.
• Promote flexibility amongst this staff group in terms of development and the future leadership needs of the University.
8. The University’s Reward Policy for Grade 10 Staff

Starting Salary on Appointment to Grade 10

The Remuneration Committee will determine the starting salaries of the Principal and members of the University Executive Group.

The starting salary in the case of appointment to a Personal Chair or an Established Chair will be determined by the Chair of the Appointing Committee (either the Principal or the Vice-Principal (Provost)) together with the Dean of School and the Director of HR & Organisational Development.

The starting salary in the case of appointment to a Director or other grade 10 post in Professional Services will be determined by the Chair of the Appointing Committee (either the Principal or the University Secretary) together with the relevant Director in the case of grade 10 posts below Director level and the Director of HR & Organisational Development.

Typically, consideration will be given to the appointee’s current salary level; the contribution which has led to promotion in the case of internal appointments, or the knowledge, skills and competencies in the case of external appointments, together with relativities relating to peers. The UCEA benchmarking salary data will be made available by the Director of HR & Organisational Development to those making the starting salary decisions.

As the cultural expectation will be to recruit only exceptional people at Grade 10, the UCEA salary data should not preclude the option of departing from typical salaries when necessary to attract and recruit exceptional talent and leadership to the University at market rates, provided the reason is justifiable and recorded for audit/governance purposes.

When setting starting salaries the University’s equal pay profile must be used in addition to market pay data to avoid a gender pay difference or a difference in salary as a result of any protected characteristics, which could lead to unlawful discrimination.

When making internal appointments, starting salary must be compared with salaries offered to relevant recent external appointees to ensure internal appointees are not disadvantaged.

Increases to Base Salary and Related Decisions

Grade 10 salaries sit outside the nationally-negotiated salary framework in operation for staff at grades 1-9 in the University, only the starting salary for Grade 10 being noted on the salary scale which is the equivalent of the first contribution point at Grade 9.

However, the University provides the opportunity for grade 10 base salaries to be considered annually and awards are made, where appropriate, dependent on performance.

At the beginning of the annual cycle, on the recommendation of the Finance & Policy Committee, Court considers its overall approach to senior staff remuneration, including the budget available and gives guidance on its expectations to the Remuneration Committee. It should be noted that the University’s financial position in any year will influence the distribution of base salary increase awards.

The responsibility for increases to performance-related base salary and related decisions will be as follows:

- The Remuneration Committee will make decisions relating to the Principal and members of UEG. (Authority delegated by Court).
• UEG will make decisions relating to individual Deans and Directors. (Authority delegated by Court).
• The Deans will collectively make recommendations on the professorial staff and submit their recommendations for approval to UEG. (UEG has authority delegated by Court for the remuneration of Grade 10 staff).
• The University Secretary, in conjunction with the Professional Services members of UEG, will collectively make recommendations on the Professional Services grade 10 staff and submit their recommendations for approval to the full UEG. (UEG has authority delegated by Court for the remuneration of Grade 10 staff).

Performance Ratings

The following performance ratings apply to all grade 10 staff for the previous assessment period and should be used in conjunction with the Indicators of Excellence and the relevant criteria for Academic Promotion for professorial staff in assessing merit for an annual base salary increase.

E - Exceptional

Performance far exceeded expectations due to the exceptionally high quality of work performed in all areas of responsibility, resulting in overall work being superior. Made an exceptional or unique contribution to the School or University objectives and Strategy or has received a marker of esteem. This assessment is given infrequently.

EE - Exceeds Expectations

Performance consistently exceeded expectations in all areas of responsibility and the quality of work overall was excellent. OSaR objectives were met.

ME - Meets Expectations

Performance consistently met expectations in all areas of responsibility, at times performance may have exceeded expectations and the quality of work overall was very good. The most critical OSaR objectives were met.

IR - Improvement Required

Performance did not consistently meet expectations. Performance did not meet expectations in one or more areas of responsibility and/or one or more of the most critical OSaR objectives were not met. A development plan under the University's Capability Procedure must commence or the procedure continue, detailing timescales and be reviewed frequently to measure progress.

Base Salary Increase Awards

Various factors are taken into account in deciding the base salary increase awards. The awards are not necessarily in direct relationship to the Performance Rating, for example, factors such as salary award history, salary in relation to benchmarking data and the financial situation of the University are considered.

Objectives, Achievements and Markers of Esteem

It is appreciated that, on occasion, an opportunity may arise which is agreed takes priority over the previously set objectives or a marker of esteem is awarded (e.g. FRS, recognition in the Honours list) and the process allows for these aspects to be taken into account in the performance and reward decisions.

Process
The process for the consideration for awarding base salary increases and related decisions is outlined in the procedural document which accompanies this policy.

**Honoraria**

As part of the University restructure a new level of honorarium of £10k has been determined for Deans only. No other honoraria will apply. The Remuneration Committee will review honoraria periodically.

**9. Core Employee Benefits for Grade 10 Staff**

These employee benefits represent the core of employee benefits without which the University would find it difficult to compete for and retain the highest quality grade 10 staff.

**Pension**

The Universities Superannuation Scheme (USS) is a defined benefit career revalued scheme whereby 1/75th of pensionable salary per annum is accrued as pension, plus three times this amount as a one off lump sum at retirement. Staff on grade 7 to grade 10 are contractually enrolled into USS from their start date. For more information please view the USS booklet – New employees guide to USS – found at: [https://www.uss.co.uk/members/members-home/resources](https://www.uss.co.uk/members/members-home/resources)

There are other useful factsheets/booklets on this link, covering things such as: annual allowance, lifetime allowance, the new ‘voluntary salary cap’, etc.

**Death-in-Service Benefit**

The USS Death-in Service benefit is 3 x salary, which provides valuable life cover and pension for eligible dependants.

**Withdrawal from the USS Pension Scheme**

Some of the University’s highest earners may choose to withdraw from the USS Pension Scheme for personal taxation reasons, which means they do not obtain the benefit of the employer’s contribution. In such circumstances, no compensatory payment will be made in respect of the employers’ contribution.

With effect from 1 October 2016, USS are introducing a Voluntary Salary Cap (VSC) for pension purposes only, which may be of interest to some staff. More information on this can be found at the USS link above.

Members are encouraged to seek qualified independent financial advice on the impact of personal taxation. The issues are complex, and the implications may extend beyond the rights which a member holds in USS. For example, it may impact upon other pension entitlements and accruals, hence qualified independent financial advice may be appropriate.

**Occupational Sick Pay**

All University staff have a progressive Occupational Sick Pay Scheme, which culminates in entitlement to 6 months’ full salary and 6 months’ half salary after 5 years’ service.

**10. Other Benefits**

Grade 10 members of staff also have access to the following benefits, where applicable:

- Subsidised membership of the Institute of Sport & Exercise: employee wellbeing is a high priority issue at present for employers.
- Subsidised nursery facilities on the city campus.
- Services which would ordinarily incur professional fees should they be used:
• Occupational Health
• University Health Service
• Counselling Services
• Mediation Services.

• A salary sacrifice scheme offering benefits in relation to pension payments and childcare vouchers.
• Relocation Allowance: one month’s gross pay.
• Generous annual leave entitlement: 39 days per annum compared with the statutory 28 days.
• Encouragement to take advantage of free Training & Development opportunities on the OPD programme.
• Flexibility of work hours for academic and senior professional staff.
• Work/Life Balance Policies.

September 2018