



## Senior Staff Remuneration Committee

### Terms of Reference

#### Responsibilities

1. To recommend to Council policies designed to deliver fair, appropriate and justifiable levels of remuneration for senior staff whilst demonstrating procedural fairness, transparency and accountability, in line with the CUC Higher Education Senior Staff Remuneration Code. In relation to Remuneration Committee, senior staff will be deemed to cover the non-clinical direct reports of the Vice-Chancellor.
2. To ensure that any policies regarding senior staff remuneration pay due regard to St George's, University of London's strategic objectives, market position, financial constraints and equality duties.
3. To consider and approve, at least annually, recommendations to reward individual senior staff members, eg on the grounds of exceptional performance, change in job role and/or pay disparity.
4. To ensure that the Committee has available to it relevant and reliable comparison data. This will cover internal relativities and, where relevant, data derived from sector specific senior remuneration surveys eg as undertaken by the Universities and Colleges Employers Association (UCEA). The Committee will also be made aware of the numbers of staff with a basic salary of over £100,000, both clinical and non-clinical.
5. The Committee shall have the power to agree, should it deem necessary, exceptional remuneration arrangements in relation to the recruitment and retention of senior staff which are outside St George's, University of London's standard arrangements.
6. To consider and approve severance proposals and arrangements, if required.
7. The Committee should take note of the arrangements for succession management and planning in relation to senior posts within St George's, University of London.

#### Membership

- Independent member of Council (Chair)
- Chair of Council
- Treasurer
- At least one other member of Council, not being a student or a member of staff of St George's, University of London

**In attendance**

- Vice-Chancellor
- Director of Human Resources and Organisational Development
- The Committee may invite an independent representative as appropriate

**Quorum**

Three members of the Committee to include the Chair of Remuneration Committee and the Chair of Council.

**Frequency of meetings**

The Committee will meet at least annually.

**Mode of Operation**

The Senior Staff Remuneration Committee will provide an annual written report on the exercise of its delegated authority, with a summary of outcomes and factors influencing decisions. The report will take into account the requirements of the CUC Higher Education Senior Staff Remuneration Code and provide sufficient detail on its deliberations to assure members of Council and other stakeholders that a rigorous, fair and defensible process has taken place.

The senior staff covered by the Remuneration Committee are:

Deputy Vice-Chancellor (Research & Enterprise) – Professor Jonathan Friedland

Deputy Vice-Chancellor (Education) – Professor Jane Saffell

Chief Operating Officer – Paul Ratcliffe (until 7 July 2023)

Director of Finance – Susan McPheat

Director of the Institute of Medical and Biomedical Education - Professor Rachel Allen

Acting Director of Human Resources and Organisational Development – Kevin Browne

Dean for Student Welfare and Support – Dr Jane Cronin-Davis

Dean for Student Conduct and Compliance – Angela Kubacki

Approved by Council 27 June 2023