



Minutes Meeting of Senior Remuneration Committee

Date: Monday 20 October 2025, 2.00-4.00pm

Present:

Martin Temple (Chair of Council, and Chair of the Senior Remuneration Committee)

Adrian Stone (Pro-Chancellor)

Claire Brownlie (Pro-Chancellor)

Secretary:

Rob Gower (Deputy Director of HR)

In attendance:

Suzanne Duke (Head of Reward)

1.	<p>Apologies and attendees</p> <p>Apologies had been received from Philip Rodrigo (Senior Independent Governor) and Rob Memmott (University Treasurer). The Committee confirmed that they were still quorate. The Committee noted that the President and Vice-Chancellor was due to attend the meeting for items 4, 5 and 6.</p>
2.	<p>Declaration of conflicts of interest</p> <p>No conflicts were declared.</p>
3.	<p>Minutes of last meeting and matters arising</p> <p>The Committee approved the minutes of the 16 June 2025 meeting as an accurate record and noted that they would be shared with the Council at its 20 November 2025 meeting.</p> <p>The Committee noted that all other matters arising and actions from its June meeting, were to be covered in the agenda of this Committee meeting.</p>
4.	<p>UEB Objectives 2024/25 – Review of performance</p> <p><u>The President & Vice-Chancellor joined the meeting.</u></p> <p>The Committee and the President & Vice-Chancellor discussed the delivery and performance of each UEB member following consideration of the individual</p>

	<p>performance summaries for the 2024/25 period which had been prepared by the President & Vice-Chancellor for each of his UEB direct reports.</p> <p>The Committee observed that most objectives were either completed or progressing as planned and expressed their ongoing high level of satisfaction with the strong performance and delivery demonstrated by the Executive Board, both individually and as a group.</p>
5.	<p>Executive Performance Scheme</p> <p>The Committee invited the President & Vice-Chancellor to stay for this discussion given that he continued to opt out of the Executive Performance Scheme, and has done so throughout his time in post, and there was therefore no conflict of interest.</p> <p>The Committee discussed the Executive Performance Scheme, considering again, given the University’s ongoing financial challenges, the appropriateness of awarding bonus payments for eligible participants to the scheme in 2024/25. Following careful deliberation, the Committee determined that no bonus payments would be made to participants this year. This decision is consistent with the approach taken in 2024. The Committee emphasised that this decision does not reflect on the performance and the delivery of the Executive Board, which remains very strong, but rather reflects the financial circumstances of the University.</p> <p>The Committee agreed that they would review the position on bonus again next year, ahead of the completion of the 2025/26 Executive performance cycle.</p>
6.	<p>UEB Objectives 2025/26</p> <p>The Committee discussed the proposed objectives for each UEB member and the Interim University Secretary and Interim CEO AMRC for 2025/26. The Committee agreed some additional objectives to the individual objectives presented. Subject to these amendments being made, the Committee approved the objectives for each UEB member and the University Secretary for 2025/26.</p> <p><u>The President & Vice-Chancellor left the meeting</u></p>
7.	<p>President & Vice-Chancellor Objectives</p> <ul style="list-style-type: none"> • Objectives 2024/25 – Review of performance • Objectives 2025/26

	<p><u>In line with the CUC HE Senior Remuneration Code, the Chair was rotated to another member of the Committee to discuss the President & Vice-Chancellor’s performance and objectives.</u></p> <p>The Committee reviewed the President & Vice-Chancellor’s performance in relation to the agreed objectives for 2024/25. The Committee concluded that it had been another highly successful year, with the President & Vice-Chancellor continuing to demonstrate strong leadership and effective delivery across key projects and strategic priorities. The Committee noted that many objectives were ongoing and were therefore reflected in his objectives for 2025/26.</p> <p>The Committee reviewed the proposed objectives of the President & Vice-Chancellor for 2025/26. The Chair explained the rationale for the key objectives within these, including that many were continuing objectives from the previous year with the main focus on the current plans to deliver a sustainable future for the University based on financial security, teaching excellence and research that is of the highest quality and delivers societal benefits.</p> <p>The Committee approved the objectives, noting that a high-level version of the objectives would be shared with Council on 20 November 2025.</p>
8.	<p>UEB and Senior Roles Update – For information</p> <p>The Committee received an update on recruitment plans for key senior roles, including the plans to make permanent appointments to the CEO AMRC and the University Secretary.</p>
9.	<p>Senior Remuneration Publication Requirements 2024/25 (CUC & OfS):</p> <p>The Committee reviewed the senior remuneration reports which had been updated for 2024/25. This included:</p> <ul style="list-style-type: none"> • an extract of the senior remuneration section of the University’s Financial Statements for 2024/25 which had been prepared in line with the OfS Accounts Direction. • an Annual Remuneration Report and Statement which had been updated for 2024/25 which reflected the University’s ongoing commitment to the HE Senior Staff Remuneration Code as developed by CUC.

In relation to these reports, the Committee noted that:

- In line with the latest Accounts Direction from OfS, the pay multiple calculations (which show the difference between the remuneration of the President & Vice-Chancellor and the median remuneration of the rest of the workforce), including atypical workers who were paid on the University's payroll is reported as required.
- In line with the University's policy on External Activities and Income, the updated position on the President & Vice-Chancellor's external activities were detailed in the Annual Reward Statement. The Committee noted that the President & Vice-Chancellor did not receive any additional remuneration for these roles.

The Committee approved the structure and content of the Remuneration Report and Statement and noted that it would be shared with Council at its meeting on 20 November 2025, prior to its publication, when Council would also review and approve the 2024/25 Financial Statements.



The following are a high-level summary of the President & Vice-Chancellor’s objectives for 2025-26 that exclude any confidential and commercially sensitive information. The full version of the objectives have been reviewed and approved by the Senior Remuneration Committee.

Objectives	Key focus for 2025-2026
Financial Sustainability and Growth	To continue to develop and deliver strategic initiatives aimed at ensuring the University's long-term financial sustainability and growth.
University Strategy	To lead on the development of a new University Strategy and Vision.
Organisational Change and Improvement	To continue to lead on change and improvement programmes, ensuring that new programmes and structures meet the strategic aims and visions.
Leadership, Performance and Excellence	To continue to strengthen leadership capacity and performance across the University, developing a culture of excellence.
Student recruitment	To continue to develop and lead strategies targeted at international student recruitment and expanding the University’s global network and presence. Consolidate, with a view to growth, the University’s home undergraduate and postgraduate student base.
Infrastructure	To continue to ensure the effective development of the University’s infrastructure in line with the University’s strategic plans.
Advanced Manufacturing and Research Centre (AMRC)	To continue to review and ensure the appropriate governance, leadership and development of the AMRC.

In addition, the President & Vice-Chancellor will continue to serve in the following roles:

- Russell Group – Director
- Universities UK – Member
- UK Council for International Student Affairs Board member (UKCISA) - Chair of the Board of Trustees
- N8 Research Partnership - Board Member
- JISC – Trustee & Non-Executive Director
- National Centre for Universities and Business (NCUB) - Member
- White Rose University Consortium - Board member
- Worldwide Universities’ Network (WUN) - Director
- Yorkshire Universities - Director
- South Yorkshire Mayor’s Economic Advisory Council. (MEAC) - Member
- Doncaster City Centre Board - Member

- Tongji University, China - Board Member
- Yorkshire Policy Innovation Partnership Governance Board (YPIP) – Member.
- Sir Henry Stephenson Endowment Trust -Trustee