

Remuneration Annual Report to the Board of Trustees

AND

Framework for Decisions Relating to Severance Payments

Board of Trustees is asked to approve the:

- **Remuneration Annual Report to the Board of Trustees**
- **Framework for Decisions Relating to Severance Payments**

Executive Summary

The Higher Education Senior Staff Remuneration Code was published in June 2018 after wide consultation with CUC members and HE stakeholders.

By visibly adopting the Remuneration Code, governing bodies demonstrate leadership and stewardship in relation to remuneration within their institutions, and in doing so help to protect institutional reputation and provide greater assurances to key stakeholders and partners, including the student community and wider society.

The Remuneration Code is to be used on an 'apply or explain' basis. This means that institutions should either publicly state that they have abided by the minimum requirements of this Code, or should provide meaningful explanations for non-compliance and how their alternative arrangements meet its principles.

One of the principles of the code is that any severance payments must be reasonable and justifiable. Institutions must be able to explain the reasons for any payments made. Remuneration Committees have specific responsibilities in this area – in particular, ensuring that contracts agreed with senior post holders are fair, reasonable and justifiable and do not expose the institution to significant potential liabilities.

A second principle is that each institution must publish a readily accessible annual statement, based on an annual report to its governing body. This may be within the annual report and accounts (as an Annex or separate section), or it may be published as a standalone document. Ideally, the published annual statement will be the same as the annual remuneration report to the governing body. However, modifications may be necessary to preserve commercial confidentiality. CUC guidance on the recommended content of the report is attached for context.

The attached framework has been discussed and reviewed by members of SRRC in the context of the new CUC Remuneration Code, and to ensure compliance with this Code.

Recommendations & Next Steps

In the light of the new CUC Code, the Board is asked to approve:

- A comprehensive reference framework for the consideration of all matters relating to severance.
- The Annual Remuneration report for publication.

Financial Impact

None, although the framework ensures that any severance payments must be reasonable and justifiable and that the School can explain the reasons for any payments made.

Risks

The remuneration statement includes an increased level of detail compared to what has previously been published in relation to senior staff remuneration. Given that this is the first year that this statement is being published, there may be an increased level of public scrutiny of the content.

The severance framework ensure fair and appropriate management of severance pay, and associated transparency and accountability.

Equality implications

The appropriate application of the senior staff and director's remuneration frameworks, together with this framework will ensure that decisions on pay and severance are fairly and appropriately managed.

The remuneration statement includes reference to where equality data has been taken into consideration in the determination of remuneration decisions.

Consultations

External legal advice has been sought.

The remuneration statement has been reviewed by the Senior Financial Accountant, for consistency with the Financial Statements, together with the Interim Head of Legal and Governance.

SOAS University of London Framework for Decisions Relating to Severance Payments

SCOPE

As part of a suite of frameworks attached to its new Remuneration Code, the Committee of University Chairs (CUC) have published *Guidance on Decisions taken about Severance payments in Higher Education Institutions*.

This CUC document sets out guidance to support governing bodies in the determination of severance payments to Heads of Institution and staff earning over £100,000 (“Senior Staff”).

The Code is clear that Remuneration Committees must review any severance packages for post holders within its remit and, if needed, seek legal advice before making its recommendation to the governing body, or exercising its delegated powers.

This local framework, sets out the core principles through which severance payments will be determined here at SOAS, in the context of the CUC Code and guidance. It should be considered alongside the School’s Senior Remuneration Framework.

In summary:

- Final approval for a voluntary severance scheme rests with the Board of Trustees, following recommendations from the Senior Staff Remuneration Committee;
- The Senior Staff Remuneration Committee may determine severance payments for Senior Staff which arise under a voluntary severance scheme approved by the Board of Trustees, provided that the Board of Trustees have approved its application to Senior Staff;
- The Senior Staff Remuneration Committee may determine severance payments for Senior Staff (other than those arising under a voluntary severance scheme approved by the Board of Trustees) using its delegated powers, provided that the payment does not exceed the limits specified in the “Senior Staff Remuneration Committee – Scope Of Delegated Powers” section of this framework;
- Proposed severance payments for Senior Staff which are outside the scope of the Senior Staff Remuneration Committee’s delegated powers under this framework cannot be approved directly by Senior Staff Remuneration Committee but may be recommended by Senior Staff Remuneration Committee to the Full Board of Trustees for its approval;
- In exercising its delegated powers or making recommendations to the Full Board of Trustees in relation to severance payments to Senior Staff (not arising under a voluntary severance scheme approved by the Board of Trustees), the Senior Staff Remuneration Committee shall take account of the principles set out in this framework as well as the CUC Code (as updated from time to time) and any applicable requirements or guidance issued by the Office for Students.

ROLE OF SENIOR STAFF REMUNERATION COMMITTEE

Senior Staff Remuneration Committee shall be responsible for:

- Recommending the terms and criteria for any voluntary severance scheme for consideration at a full meeting of the Board of Trustees, including the application or otherwise of such scheme to Senior Staff;
- Approving severance payments to Senior Staff which arise under a voluntary severance scheme approved by the Board of Trustees;

- Reviewing proposed severance payments to Senior Staff (other than those arising under a voluntary severance scheme approved by the Board of Trustees), taking account of the principles in this Framework, the CUC Code (as updated from time to time) and any applicable requirements or guidance issued by the OfS and deciding (as appropriate):
 - to approve these using its delegated powers provided that the payment does not exceed the parameters specified in the “Senior Staff Remuneration Committee – Scope Of Delegated Powers” section of this framework; or
 - to make a recommendation to the Board of Trustees as to the terms of the severance payment.

Legal advice must be taken as considered necessary or appropriate, before making any recommendation to the Board of Trustees or exercising its delegated powers.

Senior Staff Remuneration Committee may co-opt external members in order to ensure that it has appropriate experience to make decisions and must seek legal advice where needed.

The School will take action to ensure that the actions of those taking decisions about severance payments, and those potentially in receipt of such payments, are governed by the standards of personal conduct, set by the Committee on Standards in Public Life – *selflessness, integrity, objectivity, accountability, openness, honesty and leadership*.

URGENT BUSINESS

Where an urgent decision is required, decisions may be passed by the exchange of emails, or similar electronic means provided all members of the Senior Staff Remuneration Committee (save for any member who has a personal interest in the matter such that if it had been discussed at a meeting the member would have been asked to withdraw) are copied into or otherwise participate in the electronic exchange and not less than [75%] of such members of the Senior Staff Remuneration Committee confirm their agreement.

PRINCIPLES AND FRAMEWORK

Severance sums must be reasonable, appropriate and justifiable

Severance sums should, wherever possible, be limited to meeting all contractual entitlements and applicable statutory entitlements –for example, sums equivalent to outstanding notice periods, and any outstanding holiday payments. Outstanding entitlements relating to sick pay may be considered where appropriate.

Any enhancement to severance sums over and above contractual entitlements and applicable statutory entitlements may be considered *only* in the context of the wider strategic interests of the School.

Where severance arises following poor performance on the part of an individual, any enhanced payment should be proportionate. There should be no perception that poor performance is being rewarded.

Decisions must consider matters of equality, diversity and inclusion – there can be no bias based on any personal characteristic and Senior Staff Remuneration Committee should be provided with comparative data relating to any previous decisions, including those agreed under a general severance scheme and those relating to different groups of staff.

Procedural Fairness

Severance payments must be determined through a process governed by Senior Staff Remuneration Committee, with oversight provided by the Board of Trustees.

No individual can be involved in deciding his or her own severance payment and negotiations on both sides should be informed by appropriate legal advice as necessary.

Transparency and Accountability

The process for determining severance payments must be transparent – all decisions must be fully accounted for and justifiable.

Severance payments to staff earning over £100,000 will be reported to the Board of Trustees and disclosed in the School's Annual Remuneration Report, where appropriate in aggregate.

Any provisions for confidentiality must be balanced against the need for accountability and openness.

Confidentiality clauses will not prevent the wider public interest being served and any undertakings about confidentiality will ensure adequate scrutiny through appropriate national regulators and public bodies.

Additional Principles

In the consideration or determination of severance payments for staff earning over £100,000, outside of an established or approved voluntary severance scheme, Senior Staff Remuneration Committee or the Board of Trustees must ensure that any severance arrangement is fully justified. There is a need to ensure that any arrangements are proportionate, reflect proper use of School funds and provide value for money.

Contractual payments

Severance packages comprising contractual and statutory payments to which the member of staff would otherwise be entitled, or which represent liabilities likely to be incurred by the School through any alternative action, may be included as part of the severance sum and 'in principle' can be justified in on this basis. This includes compensation in lieu of notice, pay for untaken holiday, redundancy payments (where appropriate) and outstanding sickness payments (where there is a reasonable basis to consider that these will be incurred should the member of staff remain in the School's employment).

The School will need to consider whether it is appropriate for any or all such payments to be made in the form of a single lump sum and most particularly, whether notice monies should be paid without the requirement to work (i.e. payment in lieu of notice or garden leave). Most typically, any justification will be predicated on the risk posed to the institution from the individual remaining in situ.

Ex Gratia Payments

Severance payments inclusive of any *enhancement* to contractual and statutory entitlements will need to be justified. Typically, any justification is likely to emerge from the need to offset the risk posed to the institution by the continued employment of the member of staff and/or their dismissal. All severance payments must be in the wider strategic interests of the School.

The justification for enhanced severance payments may include:

- Consideration that there is a realistic threat of litigation against the School and the legal and other costs likely to be incurred in preparing for, and defending any such claim;
- Consideration, in the context of threatened or actual litigation, of the likelihood of successful claims and the potential liabilities arising including legal costs;
- The need to achieve a rapid and certain resolution, avoiding the need for costly and time consuming, internal processes (e.g. grievance, dismissal and redundancy processes) and the detrimental impact on the School and on key services and functions should matters not be resolved by mutual agreement.

The justification for any such enhancements should be informed, where appropriate, by legal advice.

Proper Use of School Funds

The School needs to consider the proper use of School funds in agreeing the terms of any severance arrangement, and in this context may need to consider how it might limit its liabilities. The School may wish to consider payment of any sum (whether the whole or part of the severance payment) in the form of instalments, with any second to final instalment contingent on the member of staff remaining without employment, or where his/her earnings are substantially reduced, or to provide for the amount due to the individual to be reduced by the amount of alternative income received by the individual within a prescribed period of time following termination.

SENIOR STAFF REMUNERATION COMMITTEE – SCOPE OF DELEGATED POWERS

These delegated powers of Senior Staff Remuneration Committee apply in the case of proposed severance payments for Senior Staff (other than the School Director) arising otherwise than under the terms of a voluntary severance scheme approved by the Board of Trustees as being applicable to Senior Staff.

Severance terms may include agreed research or garden leave, but for the purposes of the delegated powers below, the earnings of the member of Senior Staff during any period of research or garden leave proposed in the context of an agreed termination of employment (i.e. where there is no pre-existing contractual right or agreement in respect of the garden or research leave) shall be treated as equivalent to a cash payment as compensation for loss of employment.

Severance terms for the School Director may be considered by SSRC but are subject to the approval of the Board of Trustees.

Severance proposals arising in the context of an agreed termination of employment as a result of allegations of **serious or gross misconduct**, and where there is considered to be a *prima facie* case for serious or gross misconduct, may be approved by Senior Staff Remuneration Committee under its delegated powers provided that the terms do not exceed reasonable contractual commitments and any applicable statutory entitlements which arise automatically on termination of employment (e.g. payment for accrued but untaken statutory leave but not payments in relation to potential liabilities for statutory employment claims such as unfair dismissal). Under these circumstances, and based on the facts known at the time, Senior Staff Remuneration Committee may exercise discretion in relation to the inclusion of sums equivalent to notice payments.

Severance proposals arising in the context of an agreed termination of employment as a result of **serious performance issues**, based on which continued employment of the individual poses a threat to the efficacy of the role and the wider strategic interests of the School, may be approved by Senior Staff Remuneration Committee under its delegated powers provided that the terms do not exceed reasonable contractual commitments and any applicable statutory entitlements which arise automatically on termination of employment (e.g. payment for accrued but untaken statutory leave but not payments in relation to potential liabilities for statutory employment claims such as unfair dismissal). Under these circumstances, and based on the facts known at the time, Senior Staff Remuneration Committee may exercise discretion in relation to the inclusion of sums equivalent to notice payments.

Severance payments arising in the context of actual or threatened litigation against the School may be approved by the Senior Staff Remuneration Committee provided that the terms do not exceed the aggregate amount of (i) the School's anticipated legal costs in defending, or continuing to defend, the claim and (ii) the amount which the School's legal advisers have identified as a realistic estimate of any compensation likely to be awarded against the School if the claim is successful.

In all other circumstances, based on the principles and considerations set out in this framework, Senior Staff Remuneration Committee shall have delegated power to agree and approve severance payments:

- not exceeding one year's gross salary for staff earning over £100,000 with more than 5 years' service (at the date of consideration) or
- not exceeding 6 months' gross salary for those with over 5 years' service (at the date of consideration).

Severance proposals outside the scope of the delegated powers set out above must be referred to the Board of Trustees for final approval.

For the avoidance of doubt, the Senior Staff Remuneration Committee shall not be bound to exercise its delegated powers and may decide to refer any proposed payment within the scope of its delegated powers to the Board of Trustees for final approval.

GENERAL SEVERANCE SCHEMES

The terms and application of any School-wide voluntary severance scheme must be considered by Senior Staff Remuneration Committee as a prelude to wider consultation with the School's recognised trades unions, where appropriate, and final approval by the Board of Trustees. The Board of Trustees will specifically consider and decide on whether (and on what, if any, conditions) the scheme should apply to Senior Staff. Senior Staff Remuneration Committee will then be responsible for approving any payments under the scheme to senior staff.

Any Severance scheme must support SOAS's overall strategic plans, including the reduction or rebalancing of activities in certain areas and the retention of specific knowledge, experience, skills and expertise. It should facilitate efficiency and/or service improvements or restructuring of a work area including reinvestment in staff with particular skills and academic/research track record.

The terms of any scheme, and key service eligibility, must be proportionate and conform to the principles set out above.

The application of severance terms, agreed as part of a current or established severance scheme may be applied in the context of local restructuring plans without recourse to Senior Staff Remuneration Committee, except where these relate to staff earning over £100,000.

SEVERANCE PAYMENTS

Payments will be made based on HRMC and other regulatory requirements regulations

Human Resources
November 2018

Remuneration Annual Report to the Board of Trustees (and for external publication) November 2018

Introduction

Terms of reference:

[New Terms of Reference](#) for the Senior Staff Remuneration Committee (SSRC) reflect the key recommendations set out in the Committee of University Chairs' Higher Education Senior Staff Remuneration Code. These terms will guide the SSRC from academic year 2018/19 onwards.

The 2018 meeting of the SSRC was guided by the previous Terms of Reference (Appendix 1).

Remuneration Committee membership:

The membership of the committee for academic year 2017/18 is listed below. The constitution has been revised for 2018/19; the committee will be chaired by a lay trustee who is not the Chair of the Board and will include a lay member co-opted for their expertise on senior pay and reward.

Role	Name	Method of appointment
Chair	Marie Staunton	Chair of the Board of Trustees
<i>Ex-officio Member</i>	Professor Sir Martin Harris	Vice-Chair of the Board of Trustees
<i>Ex-officio Member</i>	Gautam Dalal	Honorary Treasurer
Other member	Tamsyn Barton	Lay member of the Board of Trustees nominated by the Board of Trustees
Other member	Kofi Adjepong-Boateng	Lay member of the Board of Trustees nominated by the Board of Trustees

Remuneration Committee meetings:

The 2017/18 meeting of the SSRC took place on Tuesday 17th July 2018. Apologies were received from Kofi Adjepong-Boateng.

From 2018/19, two meetings of the SSRC will take place per academic year.

Approach to remuneration:

Within a competitive external environment, the School needs to be able to attract, recruit and retain the best staff who can enable achievement of the School's strategic priorities, deliver the best outcomes for students, society and the economy while demonstrating effective use of resources.

Remuneration for all staff:

London Allowance is paid in addition to basic salary to staff located in London. The current rate is £3,500 in August 2018. From 1 August 2019 London Allowance will be consolidated into basic pay.

The School operates two pension schemes:

- SAUL Grade 2-5: The School operates the Superannuation Arrangements of the University of London (SAUL) Career Revalued Benefits (CARE) pension scheme. Employer contributions are 13% and employees pay 6%.
- USS Grade 6-10 (including *senior and executive post holders*): The School operates the Universities Superannuation Scheme (USS) Career Revalued Benefits (CARE) pension scheme. Employer contributions are 18% and employees pay 8%.

All staff at SOAS can apply for performance related pay:

- Staff on the 51 point pay spine would apply in accordance with the School's reward and recognition procedure: <https://www.soas.ac.uk/hr/procedures/reward/rewardrecog/>
- Senior and executive staff would apply in accordance with the Senior Staff Remuneration Procedure: <https://www.soas.ac.uk/hr/procedures/reward/ssrc/>

All staff receive annual inflation increases to basic pay, in line with national agreements.

The School uses the Higher Educational Role Analysis methodology (HERA) for evaluating all roles to ensure equal pay for work of equal value across all staff. This methodology also applies to *senior and executive roles*.

Remuneration for Senior and Executive post holders¹:

The School is aware of the need to balance the challenging financial climate, the external perception of senior salaries and the School's ability to pay with the need to recognise the contribution and performance of individuals and retain its best staff.

The School will ensure fair and appropriate remuneration of all its staff. Pay principles for the School's senior post holders are as follows:

- Pay levels should be proportionate to the scale and complexity of an individual post and the contribution /performance of the post -holder
- Remuneration should be commensurate with each role and its level within the School.
- Incentives or performance-based pay awards should reward outcomes that lead to, and reflect, sustainable and measurable added value, achieved in accordance

¹ The School's *executive post holders* are: the School Director, the Registrar and Chief Operating Officer, The Deputy Chief Operating Officer (Resources and Planning) The Deputy Chief Operating Officer (Student and Academic Experience) and the designated Pro Directors. Decision making responsibility for remuneration for this group lies with the Senior Staff Remuneration Committee.

The School's *Senior post holders* are: professorial staff and senior professional services managers at grade 10. Decision making responsibility for staff remuneration for this group lies with the School Director, via the Internal Advisory Panel. Senior Staff Remuneration Committee will be responsible for the provision of oversight and monitoring

with the School's strategy and values, and should represent an ongoing exceptional personal contribution

- The level of any incentive-based remuneration should not lead to inappropriate risk taking or behaviours in order to realise performance objectives at the expense of core services or quality of services
- Levels of pay should be affordable.
- Pay levels should be sufficient to attract, retain, and motivate talented individuals of sufficient calibre to lead and deliver high quality services but will not be more than is necessary for this purpose
- Reward levels must reflect the School's equality principles, and equality data will be produced annually, for the purposes of monitoring the level of distribution
- Terms and Conditions agreed with senior post holders must be fair, reasonable and justifiable and must not expose the School to significant potential liabilities – atypical terms must be fully explained.

The School will ensure a consistent approach to remuneration based on a consistent procedural framework, with decisions based on accurate assessments of the scale and complexity of roles and an individual's performance within them.

- Pay levels and structures for executive staff should be set by SSRC.
- The SSRC should act independently, exercising judgement in taking the broader strategic interests of the School into account. It will be chaired by a lay member of the Board of Trustees and will demonstrate that in setting salary levels for *executive post holders*, and in agreeing any increases it has considered:
 - Markets from which the School draws its talent
 - Exceptional performance based on short term objectives and long-term strategy set by the School and how these inform remuneration levels
 - The School's financial position
 - The wider approach to remuneration across the School
- Pay levels and increases for *senior and executive post holders* will be determined in accordance with the School's Senior Staff Remuneration Policy and Procedure (<https://www.soas.ac.uk/hr/procedures/reward/ssrc/>)
- Pay levels will be informed by relevant and appropriate market comparators (as set out later in this paragraph) and relevant internal comparators. The School will take into account published pay multiples and how these are impacted by changes in remuneration levels.
- Final salaries will not be inflated as a basis for enhancing pension benefits.

In setting remuneration and considering reward proposals for *senior and executive* post holders, Senior Staff Remuneration Committee will follow the criteria set out in the School's Senior Staff Remuneration policy:

<https://www.soas.ac.uk/hr/procedures/reward/ssrc/#criteria>.

In deciding on the size of a reward, the following indicators will be considered:

- The responsibilities, scale and complexity of the role, and the need to ensure that pay and remuneration are sufficient to attract, retain, and motivate talented individuals of sufficient calibre.
- Market comparators from within the HE sector and where appropriate outside of the Sector.
- (In the case of the Director's salary) the impact on the School's pay multiple and wider published pay multiples across the Sector.
- The impact on equality pay gaps and wider published pay gaps across the Sector and the School's objectives in relation to the diversity of the workforce.

Data supporting these indicators is drawn from the following sources:

- the Universities and Colleges Employer Association's Senior Staff Remuneration Survey;
- the Committee of University Chairs Vice Chancellors' Salary Survey
- internal analysis of salary distributions.

Remuneration for staff on the national pay spine²:

Once appointed, staff who are on the national pay spine (if in post by 31 January) will move to the next point on the salary scale each year on 1 August until they reach the maximum of the scale. In addition to the annual increment, a percentage rise will normally be negotiated nationally with the trade unions each year and will also be awarded from 1 August. In 2018 a 2% increase was applied.

All staff on the national pay spine are also eligible apply for an additional reward on a bi-annual basis: <https://www.soas.ac.uk/hr/procedures/reward/rewardrecog/>. The criteria for reward are set out in the procedure.

Pay awards 2018/19:

Three panels make performance-based salary decisions at the School:

- The Senior Staff Remuneration Committee (SSRC) for executive post holders;
- The Internal Advisory panel for senior post holders;
- The Reward Panel, for staff on the 51 point pay spine (grades up to and including grade 9).

The SSRC Committee agreed that based on the current financial situation of the School, there should be no performance-based pay awards for the executive post holders for the 2017/18 year. The SSRC did consider and approve an application for professorial re-banding.

The SSRC also reviewed and agreed recommendations from the Internal Advisory Group for performance-based pay awards and banding increases for senior post holders (professorial staff and senior members of Professional Services) staff based on the criteria set out in the School's Senior Staff Remuneration policy:

<https://www.soas.ac.uk/hr/procedures/reward/ssrc/#criteria>.

To assist them in their decision making, both the SSRC and Internal Advisory Panel have access to data on national pay trends, comparator salary data and equality data. Performance reports are provided to the SSRC for executive post holders. The SSRC also considered pay ratio data (sector comparators).

In recognition of the School's commitment to increase the proportion of women who are professors and the proportion on the higher professorial grades (as set out in our gender pay gap report: <https://www.soas.ac.uk/equalitydiversity/reports/gender-pay-gap/>) the Internal Advisory Panel also paid specific attention to female professorial staff who are on the lowest professorial band but who had not submitted an application for a reward.

² This includes academic staff up to the level of Reader, and professional services, teaching only and research only staff up to and including grade 9.

The total cost of the approvals made by Senior Staff Remuneration Committee (SSRC) for professorial and senior professional services staff were £58,431 (plus on costs (recurrent)), plus a single cost of £3,000.

The Reward Panel (which considers rewards for all staff, academic and professional services on the 51 point pay spine) made awards for the 2018/19 academic year as follows:

- Pay increases total: £61,773
- One off payments: £21,250
- Recurrent honoraria: £6,000

These figures are exclusive of on-costs.

The nationally agreed cost of living award (2%) was also applied to the salaries of all staff on 1 August 2018.

Director's emoluments:

The Director is the Chief Executive of the organisation. Evaluation of the Director's performance and remuneration fall within the remit of the Senior Staff Remuneration Committee.

The Director's salary has not been increased since appointment, other than for the application of cost of living increases, in line with other staff across the School.

The Senior Staff Remuneration Committee believe the current package for the School's Director is fair and proportionate taking into account market comparators, pay ratios and equality pay considerations.

The Director receives the same terms and conditions governing executive and senior managers employed by the School, save that it is currently a requirement of employment that in order for the proper performance of their duties as SOAS Director they occupy the accommodation provided for them by SOAS. Residence at the accommodation provided, includes official entertaining, meetings, overnight stays and call out as deemed appropriate. The rental value of the residence provided is £54,080 (2016-17: £53,820).

The employer contributions to the pension scheme arise as a consequence of the Director's membership of the scheme.

No other remuneration was given to the Director (i.e. no responsibility allowances, market supplements, bonus, or other substantive allowances).

Pay ratios:

Basic pay:

Basic pay includes London Allowance, and is the amount before salary sacrifice and other deductions.

In 2017/18 the Director's basic salary was £234,099. The 2017/18 pay ratio of the Director's basic salary to the median basic salary is 6.0.

According to UCEA data, the Director's basic salary is in the lower decile of institutions with a similar income in London and the South East.

Total remuneration:

Total remuneration includes basic pay, employer's pension contributions and provided accommodation.

The 2017/18 pay ratio of the Director's total remuneration to the median total remuneration is 7.03.

Median pay is calculated on a fulltime equivalent basis for the salaries and total remuneration paid by SOAS to its staff. The median pay calculation does not include agency workers as the information which would be required to disclose this data is not recorded on SOAS's core systems.

Historic pay ratio data based on total remuneration during the current Director's tenure is as follows:

	2015/16	2016/17	2017/18
Median total emoluments for all staff	43,748	44,733	45,757
Director's Basic salary	227,508	229,967	234,099
Director's performance related pay	0	0	0
Director's Benefits (Accommodation)	63,040	53,820	54,080
Director's Pension costs	38,124	41,394	33,441
Director total emoluments	328,672	325,181	321,620
Pay ratio	7.51	7.27	7.03

Source: SOAS data

The mean total emoluments for a vice chancellor for 2016-17 based on nationally available data is £296,638.

External appointments and expenses:

The SSRC expects there to be a clear and consistent basis for any individual retaining any income generated from external bodies in a personal capacity but under the aegis of the School or a result of an association with the School, and any such income should be disclosed to the School as a basis for any considerations about remuneration levels.

During academic year 2017/18 the Director claimed £2660.80 in expenses. The School's expenses policy is available here:

[https://mysoas.sharepoint.com/directorates/fpd/Documents/Expenses%20\(Agresso\)/SOAS%20Expenses%20Policy.pdf](https://mysoas.sharepoint.com/directorates/fpd/Documents/Expenses%20(Agresso)/SOAS%20Expenses%20Policy.pdf)

November 2018

APPENDIX 1

Terms of references for the Senior Staff Remuneration Committee that applied in academic year 2017/18. These have now been updated in accordance with the recommendations set out in the Committee of University Chairs' Higher Education Senior Staff Remuneration Code: <https://www.soas.ac.uk/admin/governance/standingorders/standingordersseniorstaff/>

Standing Order IX Senior Staff Remuneration Committee

Senior Staff Remuneration Committee reports to the Board of Trustees.

(i) The membership of the Senior Staff Remuneration Committee will comprise:

Chair:

Chair of the Board of Trustees

Ex-officio Members:

Vice-Chair of the Board of Trustees

Honorary Treasurer

Other Members:

2 lay members of the Board of Trustees nominated by the Board of Trustees

(ii) The Registrar & Secretary (COO) will be in attendance at meetings and will nominate a Secretary. The Committee will normally hold one ordinary meeting per annum.

(iii) Senior Staff Remuneration Committee will have the following terms of reference. To decide upon the following:

- (a) The remuneration and terms and conditions of service of the Director, the Registrar & Secretary (COO) and the Pro-Directors, taking due account of the performance of the individual post-holder in the preceding 12 months;
- (b) Any severance payment for the staff listed above.