



ANNUAL STATEMENT ON SENIOR REMUNERATION

FOR THE YEAR ENDED 31 JULY 2025

**MR VIJAY SHARMA – CHAIR OF REMUNERATION COMMITTEE
APPROVED BY THE BOARD OF GOVERNORS ON 27 NOVEMBER 2025**

Annual Statement on Senior Remuneration

Introduction

1. This report to the Board of Governors is made in line with the Remuneration Code from the Committee of University Chairs (CUC), published in June 2018. The Code focuses on fair and appropriate remuneration for senior postholders in higher education and includes three key elements, namely that there is:
 - (a) A fair, appropriate, and justifiable level of remuneration;
 - (b) Procedural fairness; and
 - (c) Transparency and accountability.
2. In adopting the Remuneration Code, the Board of Governors of Leeds Trinity University (“the University”) wishes to demonstrate leadership and stewardship in relation to remuneration of senior postholders within the University. In doing so the Board’s intention is to protect the reputation of the University and to provide greater assurances to key stakeholders and partners, including the staff and student communities and wider society.
3. This Annual Statement on Senior Remuneration, made by the Remuneration Committee for the Board of Governors, is part of the minimum requirements under principles outlined in Element III – Transparency and Accountability.

The Basis and Scope of this Statement

4. The University has used guidance from the Office for Students and the CUC’s Remuneration as a basis for this statement.
5. The University is reporting on the remuneration decisions of the following senior post holders for the year ended 31 July 2025 and up to the approval of this Statement by the Board of Governors on 27 November 2025, under the remit of the Remuneration Committee:

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| Vice-Chancellor | Professor C Egbu |
| Director Finance and University Secretary (to 12/24) | Mr D Butcher |
| Director of Finance and Strategic Planning (from 11/24) | Mr S Taylor |
| Deputy Vice-Chancellor and Provost | Professor J Mitchell |
| Chief Operating Officer | Ms J Hynes |
| Pro Vice-Chancellor for Education and Experience | Professor Catherine O’Connor |
| Pro Vice-Chancellor for Enterprise and External Engagement (to 12/24) | Prof Mohammed Arif |
| Interim University Secretary & Registrar (to 09/25) | Ms S Page |
| University Secretary & Registrar (from 08/2025) | Ms C Thomas |

The Remuneration Committee

6. The Remuneration Committee is responsible for providing assurance to the Board of Governors that decisions on senior staff remuneration and severance arrangements and any arrangements for governor remuneration are made in accordance with the values that underpin the CUC HE Code of Governance, the CUC HE Senior Staff Remuneration Code, Charity Commission guidance and the principles of public life.

7. Effective remuneration of all staff, especially the Vice-Chancellor and their immediate team, is an important part of ensuring institutional sustainability, meeting regulatory requirements and protecting institutional reputation. The Committee determines the application of the University's reward strategy to its most senior staff having due regard to the context in which the University operates, the overall staff remuneration framework and relevant benchmarking data.
8. In 2024/25, the Remuneration committee was comprised of:

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| Mr V Sharma (Chair) | Independent Governor |
| Mr J Hanley | Independent Governor and Chair of the Board of Governors |
| Mr B McCarthy | Independent Governor |
| Mr A Sumner | Co-opted Committee Member |
| Ms A Wilson | Independent Governor |

Comparator Institutions/Organisations

9. The last in-depth triennial pay review was undertaken in June 2023 having been brought forward at Remuneration Committee's request and was carried out by Korn Ferry. The next in depth-review is due in June 2026.
10. The review informed the new Executive Pay Framework, approved in June 2024, which moved from the existing pay policy based on spot salary to a more flexible 'blended' pay ranges. The blended pay ranges recommended followed benchmarking of Executive pay across all markets (rather than exclusively Higher Education sector) and moderated/informed more widely by practice across the sector from an appropriate UCEA data source (Cathedrals Group/Post-92 £40m-£100m).

The Policy on Remuneration for Senior Post Holders

11. The Board of Governors approved the Senior Postholders Remuneration framework in Summer 2024.
12. In line with this framework, individual Senior Postholder's pay has been reviewed based on performance objectives set following a restructure of the Executive and the portfolio of individual Executive members in 2024/25.
13. In accordance with the agreed Policy for Senior Remuneration (Appendix A), an in-depth benchmarking exercise is to be conducted on a tri-annual basis to ensure the pay ranges remain competitive with the external market.
14. In September 2024, the Universities & Colleges Employers' Association (UCEA) advised employers participating in the 2024/25 New JNCHES pay round that the pay negotiations had concluded and that members should implement the pay uplifts offered with effect from 01 August 2024.
15. The pay award was equivalent to an overall sectoral pay bill uplift of 2.5% to be implemented in two phases during the 2024/25 academic year. For senior post holders, this constituted a £900 uplift from 01 August 2024 then a sum (variable by pay point) which resulted in a total uplift to the senior postholder pay bill of 2.5% from 01 March 2025.

16. On 17 July 2025, UCEA the wrote to providers participating in the 2025/26 national pay round to advise them to implement the final offer. The pay award constitutes an uplift on each point on the New JNCHES pay spine of 1.4% from with effect from 01 August 2025. A number of proposed areas for joint working were also included.
17. In consideration of the University's own financial context and the wider financial challenges faced by the higher education sector, there has been no review of individual salaries in 2025. However, the Remuneration Committee has approved the application of a cost-of-living award that mirrors the national pay award agreement to mitigate against reputational, legal, and operational risks, pay regression and the risk of an equal pay claim. The total uplift to individual salaries is calculated to be £12,393.63 and is already accounted for within the existing budget for 2025/26.

The pay multiple of the Vice-Chancellor

18. The CUC produced the results of their annual survey of Vice-Chancellor's remuneration for 2025 which shows their position as of 01 January 2025 covering 136 higher education institutions (HEIs) in both public and private sectors.
19. In presenting the findings of their survey, CUC noted that the 2025 Survey is taking place against an extremely challenging backdrop for many universities. Institutions, including Leeds Trinity University, are facing severe financial pressures arising from a flawed funding model, high inflation, rising operating costs, and a decline in international student applications. Staff redundancies, course closures and estate rationalisation have become more widespread, and as concerns about the long-term sustainability of universities grow, it is anticipated this will generate heightened scrutiny and increased interest in the remuneration of Vice-Chancellors.
20. The outcomes of the survey reflected a measured approach to executive pay amid sector-wide financial and cultural transformation and an increasing focus on pay restraint, equity, and accountability.
21. Key points from the 2025 survey include:
 - (a) The average increase of basic salaries for Vice-Chancellors from 01 January 2024 to 01 January 2025 was 2.2%, nearly 3% less than the previous year.
 - (b) The average basic salary of a substantive Vice-Chancellor at 01 January 2025 was £283,101 (January 2024 £277,737), an increase of 1.9%.
 - (c) The average total remuneration figure for the financial year 2023-24 was £325,905, an increase of 3.4% from the previous year.
22. As of 31 July 2025, the pay of the Vice-Chancellor at Leeds Trinity University was £ £210,742 (££205 602 at 31 July 2024), continuing to sit significantly below the national average.
23. The Vice-Chancellor's salary was uplifted in two stages following the implementation of the 2024/25 national pay award: an initial increase of £900 from 01 August 2024, followed by a further uplift of £4,240 from 01 March 2025.

Pensions and Bonus Schemes

24. At this time, the Vice-Chancellor has not opted out of the pension and is not in receipt of payment in lieu of pension contributions.
25. Bonus schemes are not part of the pay framework at Leeds Trinity University.

Increases to the Vice-Chancellor's Remuneration Compared with Other Staff

26. The CUC provides a sector-wide measure of the ratio of the Vice-Chancellor's basic salary to the median basic salary of all other institutional staff. The CUC Code advises that if a Vice-Chancellor's basic salary exceeds 8.5 times the median staff pay, the institution must publicly justify it. This is not a cap, but a threshold for greater transparency and scrutiny.
27. For 2023–24¹, the average basic pay ratio was 7.10:1 (7.14:1 in the previous year), with the range spanning from 10.9:1 to 3.5:1 (previously 11.7:1 to 2.3:1). The average total remuneration ratio was 7.5:1 (7.42:1 in the previous year), with a range from 12.5:1 to 4.5:1 (12.8:1 to 4.0:1). It is important to note that not all institutions submitted data, particularly where disclosure requirements differ across the UK's devolved administrations.
28. At Leeds Trinity University for the year ended 31 July 2024 the ratio of the basic salary of the Vice-Chancellor to the median for the whole workforce was 5.8:1 (previous year 5.4:1). The ratio in relation to total remuneration was 6.5:1 (previous 6.0:1).
29. The data shows a slight national decline in average pay ratios and highlights a clear trend: providers with higher Vice-Chancellor salaries tend to have higher overall pay ratios, especially in providers with annual incomes over £500 million. This highlights that Leeds Trinity University's lower ratio is appropriate and proportionate given its smaller scale and financial context.

Severance Payments

30. For severance payments made in 2024/25, the Remuneration Committee abided by its responsibilities under the HE Remuneration Code ensuring the principles of the Code were followed and there was a clear explanation for any payments made.
31. The Remuneration Committee also ensured that any contracts agreed with senior post holders were fair, reasonable, and justifiable, and that no payments exceeded the established norms set out in the University's voluntary severance scheme and notice periods were no more than the contractual 6 months.
32. The notice period for all Senior Postholders staff is 6 months.

Expenses Policy

33. The University has a single scheme. The expenses of the Vice-Chancellor are reviewed on a periodic basis by the Chair of the Board. The expenses of other senior post-holders are approved by the Vice-Chancellor as per normal line management arrangements.

¹ CUC survey data for 2024/25 was not available at the time of publication, so 2023/24 data was used for the comparisons in paragraphs 27 and 28.

The policy on income derived from external activities

34. It is often helpful to the University for its Staff to hold non-executive director roles. The following senior post holders hold such roles as declared in their respective annual declaration of interest for 2024/25.

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| Professor C Egbu Vice-Chancellor (At 31 July 2025) | <ul style="list-style-type: none"> • Vice President, Catholic Union of Great Britain (November 2025 – Present) • Universities UK Board Director (2024 till present) • Yorkshire Universities Board: Director (2021 – Present) • Leeds Learning Alliance (LLA): - Trustee (2020 – Present) • MillionPlus (The Association for Modern Universities): - Executive Member (2022 - Present) • Leeds Academic Health Partnership (LAHP): - Board Member (2022 – Present) |
| Mr D Butcher Director Finance and University Secretary to 12/24 (At 01 January 2025) | <ul style="list-style-type: none"> • Governor at Shipley College • Trustee at MIND in Bradford • Member of the West Yorkshire Pension Fund Pension Board |
| Ms J Hynes Chief Operating Officer (At 31 July 2025) | <ul style="list-style-type: none"> • Trustee at the Collaborative Learning Trust (a MAT), - Chair of the Standards Committee, - Chair of the Safeguarding Committee • AUDE (Association of University Directors of Estates) representative on the UUK Accommodation Bode advisory board (to November 2024) |
| Professor J Mitchell Deputy Vice Chancellor & Provost (At 31 July 2025) | None declared |
| Professor C O'Connor Pro Vice-Chancellor – Education and Experience (At 31 July 2025) | Governor at Shipley College |
| Professor M Arif Pro Vice-Chancellor - Enterprise and External Engagement to (At December 2024) | None declared |
| Ms S Page Interim University Secretary & Registrar to 09/2025 (At 16 September 2025) | None declared |
| Mr S Taylor Director of Finance & Strategic Planning from 12/2024 (At 31 July 2025) | None declared |
| Ms C Thomas University Secretary & Registrar from 08/2025 | None declared |

(at 08 September 2025)

35. The University's Consultancy, External and Civic Work Policy sets out its approach on income derived from external activities.

(Revised) Policy on Remuneration for Senior Post Holders

As a University, we recognise that in order to deliver our strategic objectives successfully it is vital that we recruit, retain and reward the very best leaders in a competitive market. Equally we recognise the need for fair, independent and transparent processes to determine appropriate remuneration of the Vice-Chancellor and other Executive post-holders. Our commitment to these principles is evidenced by the fact that we have adopted the CUC Higher Education Senior Staff Remuneration Code in full.

Principles for determining remuneration for senior post holders

1. The Remuneration Committee is responsible for the review and determination of the Vice-Chancellor's, Executive and Clerk's remuneration and terms of employment as outlined in items 1 & 2 of the Committee's Terms of Reference.
2. The remuneration of the Vice-Chancellor and Executive post-holders is reviewed on an annual basis with an in-depth benchmarking exercise conducted on a tri-annual basis.
3. The review process is conducted by the University's Remuneration Committee which is chaired by an independent governor who is not the Chair of the Board.
4. The review process is carried out with reference to benchmark salary data supplied by independent consultants and which comprises a blended market range of Higher Sector institutions and private sector organisations.
5. Remuneration also takes into consideration an annual assessment of Executive performance against objectives and the performance of the institution.
6. Remuneration also considers the annual cost of living recommendations in line with the University staff award
7. Remuneration also considers matters of equality, diversity and inclusion with a view to ensuring that there are no biases pertaining to gender or other protected characteristics within the pay structure.
8. The Vice-Chancellor can offer observations on the benchmark data as it applies to other senior post holders.
9. The Vice-Chancellor has no involvement in the determination of his/her own salary.
10. The Chair of the Remuneration Committee reports to Board on the determination of remuneration for Vice-Chancellor and other senior post holders for the Board's information only.

Last updated 3rd June 2024