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**Pay Ratios**

In line with guidance from OfS and CUC, pay ratios are provided to the Committee to inform its decisions. These ratios have been produced by the Finance and Human Resources teams to ensure that the methodology complies with the accounts direction from OfS and have been subject to the University's data assurance process under its Data Quality Policy and additional verification by the University's external auditors for those ratios published in the Financial Statements.

**Basic Salary Ratios**

Assuming full-time equivalent salaries as at 31st July 2020 (as stipulated by the accounts direction) the pay medians and ratios at BU are as follows (numbers in brackets are from 18/19):

- Ratio of Head of Institution (HoI) basic salary to whole established workforce median basic salary = **1:7.5** (1: 7.6)

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- Ratio of HoI basic salary to Academic median basic salary = **1:5.4** (1:5.7)

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- Ratio of HoI basic salary to Professorial median basic salary = **1:3.8** (1:3.9)

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- Ratio of HoI basic salary to Professional & Support median basic salary = **1:9.2** (1:9.6)

**Total Remuneration Ratios**

Assuming full-time equivalent salaries as at 31st July 2020 the total remuneration ratios at BU are as follows:

- Ratio of HoI total remuneration to whole established workforce median total remuneration = **1:8.0** (1:7.9)

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- Ratio of HoI total remuneration to Academic median total remuneration = **1:5.6** (1:5.8)

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- Ratio of HoI total remuneration to Professorial median total remuneration = **1:3.9** (1:4.0)

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- Ratio of HoI total remuneration to Professional & Support median total remuneration = **1:10.1** (1:10.1)

The Committee noted that most ratios had reduced since the last reporting period because the VC's salary had not increased and the staff salaries had, however, the total remuneration ratios that had increased slightly (Professional and Support Staff and whole workforce) were because of the impact of the significant increase made by TPS to mandatory employer contribution rates which applied to all academic staff in that scheme, including the VC, but did not apply to Professional and Support staff who were not eligible for TPS.

**Institutional Context and Performance**

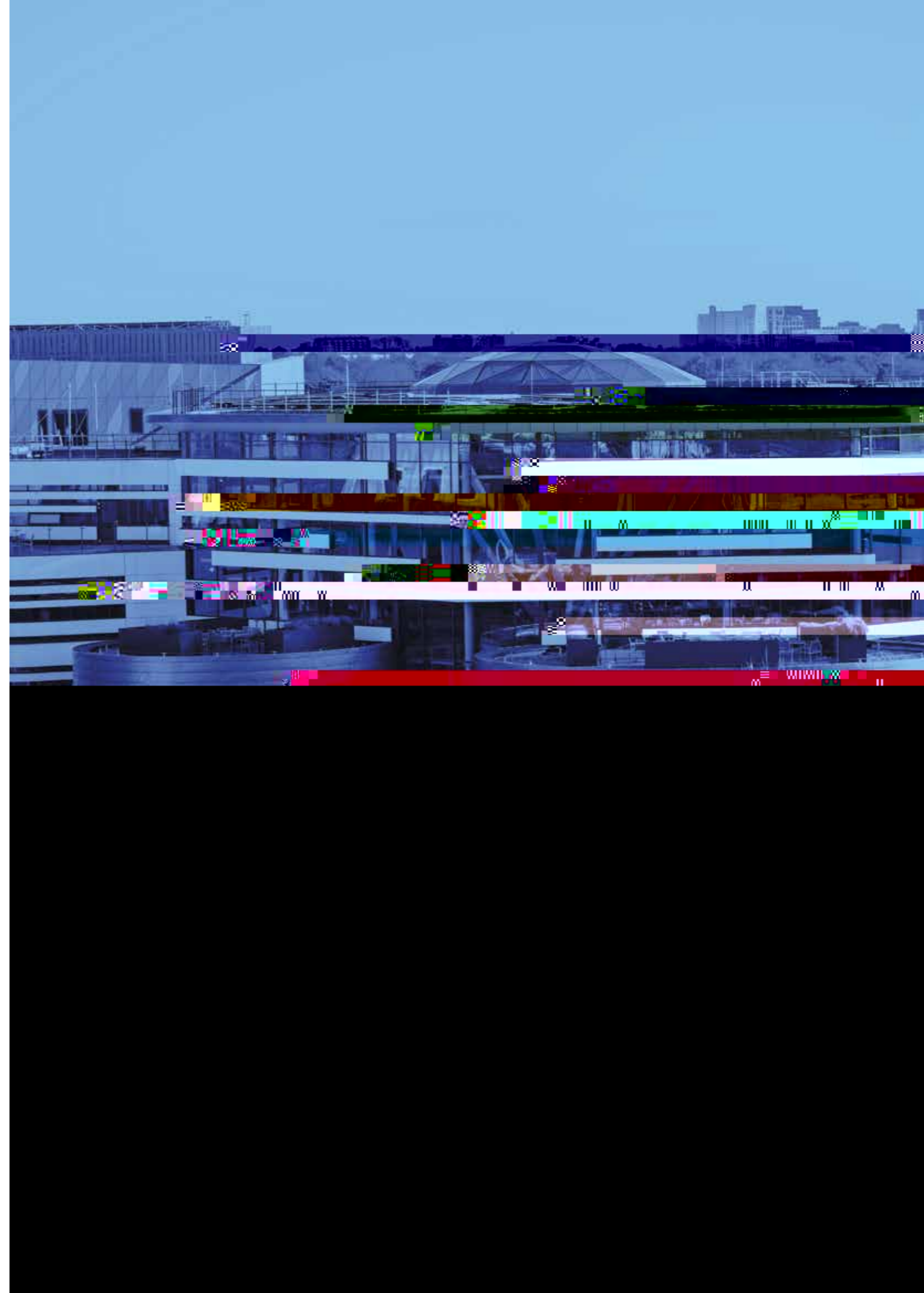
The University operates in a highly competitive national and international market and retention of effective and successful leadership is key to the University's continued success. The University has benefited from the Vice-Chancellor's leadership throughout the delivery of the previous strategic plan BU2018, during the development of the new strategic plan BU2025 and the first two years of its delivery.

Progress has been demonstrated through increases in league table rankings, reflecting strengthened leadership structures and a renewed focus on delivery and cultural change. NSS results were slightly improved on last year's performance but require further improvement. The outcomes for students were evidenced by strong performance in graduate outcomes and salary surveys. Recruitment levels were strong despite the pandemic. BU has continued to invest in improving student experience and was delighted to open the new Bournemouth Gateway Building. The new facilities have a particular focus on supporting Health and Social Sciences and were completed and opened despite the pandemic.

The Committee and Board are acutely aware of the unique challenges that have arisen during the year due to the impact of the Covid-19 pandemic and the closure of the campus for part of the year. The pandemic has placed the HE Sector under greater scrutiny and pressure than ever.

In addition to the need to protect the wellbeing of the University's students and staff during the ongoing pandemic, the potential financial challenges which arose during the reporting period have required a shift in focus to ensure that the University's short-term sustainability is assured, thus providing the basis for the longer-term financial objectives to be realised.

In this context, the Committee recognises and welcomes the decision by all senior post-holders to decline salary increases for 2020/21, despite individual performance levels justifying such increases, which the Committee believes is in keeping with the University's values and shows commitment to leadership in challenging times for the sector.



**Vice-Chancellor's Emoluments**

The emoluments of the Vice-Chancellor for the financial year 2019/20, as published in the Financial Statements, are set out below:

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_____	_____
_____	_____

