ANNUAL REMUNERATION REPORT

The Council publishes the following report on remuneration to provide assurance that the Council, acting through its Remuneration Committee, has discharged its responsibilities effectively. The report also provides a further breakdown of remuneration data, which can be read in parallel with the remuneration data provided in the Notes to the Accounts section of the Reports and Financial Statements for the year ended 31 July 2025 at https://www.admin.cam.ac.uk/reporter/2025-26/weekly/6833/Annual_Reports_Financial_Statements-2025.pdf (see Note 14 on Staff costs).

Remuneration report, 2024–25

INTRODUCTION

This report is based on current guidance provided by both the Committee of University Chairs (CUC) and the Office for Students (OfS). The report is in two parts:

A. a description of the University's Remuneration Committee; and
B. details about the required pay disclosures set out in the University's Reports and Financial Statements for the year ended 31 July 2025.

The general principles behind the University's overall approach to remuneration for all staff are presented in Annex 1.

A. THE REMUNERATION COMMITTEE

The University's Remuneration Committee operates under delegated authority from the Council and is responsible, *inter alia*, for setting the Vice-Chancellor's pay, reviewing the Vice-Chancellor's performance and advising on senior postholders'[1] remuneration. The Committee is comprised of a Chair who is an external member of the Council and four other members. Of these four members, at least two will be members of the Council, and at least two will be completely external to the University or external to the Academic University[2] (but maybe members of a Cambridge College or other associated organisation). The role of the Committee continues to evolve in response to the emergence of best-practice guidance from a range of bodies.

It should be noted that the Remuneration Committee only looks at remuneration of the most senior members of the University; general remuneration and HR matters and promotions are the business of the HR Committee.

1. Terms of reference

The current terms of reference (ToR)[3] for the Remuneration Committee were updated on 1 May 2025 and approved by the Council on 9 June 2025. These ToR were originally developed in line with the CUC Remuneration Code for Higher Education, the Office for Students (OfS) Regulatory Framework for Higher Education in England, and revisions to the Financial Reporting Council Corporate Governance Code. The ToR requires the Remuneration Committee to meet a minimum of twice a term.

The following staff fall within the Committee's remit:

- the Vice-Chancellor (VC)
- the Vice-Chancellor-Elect/Acting Vice-Chancellor (when appropriate)
- the Pro-Vice-Chancellors (PVCs)
- the Registrary
- the Chief Financial Officer
- the Executive Director of Development and Alumni Relations (CUDAR)
- the Chief Information Officer/Director of University Information Services (UIS)
- the Executive Director of Communications and External Affairs

2. Senior pay

The Committee takes account of benchmarking data for similar roles within its remit from the Universities and Colleges Employers' Association (UCEA), the Russell Group Survey, search firms, and, where available and relevant, international salary surveys.

[1] Senior postholders are the postholders who report directly to the Vice-Chancellor, in institutions for which the Council is the competent authority and such other senior posts as may be determined by the Council from time to time.

[2] The staff of the Academic University are defined as those involved in the core teaching and research activities of the University, but *excluding* the staff of the Property Group, University of Cambridge Investment Management Limited (UCIM), Cambridge University Press & Assessment, and all subsidiary companies, associated trusts and joint ventures.

[3] Available at: https://www.governanceandcompliance.admin.cam.ac.uk/files/terms_of_reference_-_remuneration_committee.pdf.

3. Membership of the Committee

Membership is set out in the ToR. The members for the period in question were as follows:

Name	*Position*	*Appointing body*
Ms Gaenor Bagley (Chair)	External, member of the Council	The Council
Dr Neil Churchill	External, Director for Experience, Participation and Equalities at NHS England	The Council
Mr John Dix (from 1 January 2025)	Bursar of Darwin College and member of the Council	The Council
Simon, Lord McDonald of Salford (from 1 January 2025)	Master of Christ's College and member of the Council	The Council
Dr Ella McPherson (from 1 January 2025)	Professor of the Sociology of Media and Technology, and member of the Council	
Dr Louise Joy (until 31 December 2024)	College Director of Studies, Tutor and College Associate Professor and member of the Council	The Council
Professor Anthony Davenport (until 31 December 2024)	Professor of Cardiovascular Pharmacology and member of the Council	The Council
In attendance:		
Ms Emma Rampton	The Registrary (Secretary)	*ex officio*
Professor Kamal Munir	Pro-Vice-Chancellor for University Community and Engagement	*ex officio*
Ms Andrea Hudson	Director of Human Resources	*ex officio*

4. Meetings

The Remuneration Committee met nine times during the 2024–25 academic year. The Committee was chaired by Ms Gaenor Bagley, an external member of the Council.

The Remuneration Committee's minutes are sent to the Council as soon as reasonably possible after each meeting of the Committee.

In line with its terms of reference, the Committee recommended to the Council the remuneration for the Chief Financial Officer and Chief Information Officer/Director of UIS. The Committee reviewed and, as appropriate, approved new cases and renewals for market payments to Grade 12 staff. When reviewing market pay applications the Committee reviews the implications on the gender and ethnicity pay gaps and challenges departments on their plans to address any pay gaps. The Committee approved cases for payments to external members of certain committees and reviewed and commented on the University's Equality and Diversity Information Report 2023–2024. The Committee was kept updated on work being undertaken as part of the University's ongoing review of pay and benefits. It also led the annual process for the review of the Vice-Chancellor's performance against her objectives and delivered a report to the Council in October.

B. Senior pay disclosures

1. The Vice-Chancellor

(*a*) *Pay and remuneration*

Details of the remuneration of the Vice-Chancellor

The remuneration of the Vice-Chancellor is detailed in the table below and relates to the year from 1 August 2024 to 31 July 2025, with the comparative relating to the year from 1 August 2023 to 31 July 2024.

	2025	*2024*
		£000
Salary for the period	414	*409*
Other taxable remuneration		*42*
Deductions to reflect salary sacrifice arrangements	(25)	*(31)*
Net salary paid in the year	**389**	***420***
Taxable benefits in kind	25	*29*
Non-taxable benefits in kind	8	*25*
Total excluding employer contributions	**422**	***474***
Employer pension contributions	85	*103*
Total remuneration	507	*577*

(*b*) *External appointments – payments from external bodies to the Vice-Chancellor*

The Vice-Chancellor is a trustee of the Advisory Board for the Tanner Lectures on Human Rights. This role is associated with her position as Vice-Chancellor. There is one meeting a year and the Vice-Chancellor attended her first meeting during 2024–25. The honorarium for this was paid directly to the Vice-Chancellor.

(*c*) *The pay ratio – Head of Institution against median of all staff*

The Vice-Chancellor's basic salary is 10.2 times (2024: 10.4 times) the median pay of staff, where the median pay is calculated on a full-time equivalent basis for the salaries paid by the University to its staff.

The Vice-Chancellor's total remuneration is 10.6 times (2024: 12.7) the median pay of staff, where the median pay is calculated on a full-time equivalent basis for the total remuneration paid by the University to its staff. The total remuneration for 2024 included £42,486 additional taxable remuneration in relation to relocation expenses paid by the Vice-Chancellor and reimbursed by the University. Without these one-off relocation expenses, the total remuneration was 11.8 times the median pay of staff.

Compared to academic staff alone, the current Vice-Chancellor's total remuneration is 6.2 times the median total remuneration of academic staff (including clinical staff) (2024: 6.8).

The median pay calculation includes 1,033 agency staff (2024: 1,080) employed on temporary contracts through the University's Temporary Employment Services (TES).

Comparative data for the sector is not yet available for 2024–25. The table below shows the pay ratio over the last five years.

	2020–21	**2021–22**	**2022–23**	**2023–24**	**2024–25**
Basic remuneration ratio	10.7	10.5	10.3	10.4	10.2
Total remuneration ratio	11.2	11.9	10.4	12.7	10.6
Total remuneration ratio-Academics only	6	6.7	5.6	6.8	6.2

The following should be noted:

- 2021–22: the increase was due to the changes in the tax treatment of the accommodation benefit and the increased employer contributions for USS.
- 2022–23: Professor Stephen Toope was Vice-Chancellor until 30 September 2022, Dr Anthony Freeling was Acting Vice-Chancellor from 1 October 2022 to 30 June 2023 and the current Vice-Chancellor, Professor Deborah Prentice, started her term of office on 1 July 2023. The total remuneration included the pay for the current Vice-Chancellor from 1 April 2023 to 31 June 2023, when she was Vice-Chancellor-Elect.
- 2023–24: The total remuneration included £42,486 additional taxable remuneration in relation to relocation expenses paid by the Vice-Chancellor and reimbursed by the University.

2. Senior postholders' remuneration

For Pro-Vice-Chancellors, whose salary is calculated via a formula, the Committee:

- recommends to the Council approval of market pay awards on appointment, and any subsequent change to such market payments. Together with the appointee's prior academic salary, this will determine the remuneration of the Pro-Vice-Chancellor role;
- separate from any increase to market pay awards, the base component of a Pro-Vice-Chancellor's salary will rise in line with the agreed increase in the single pay spine.

No market payments were approved to these roles during 2024–25.

For the Chief Financial Officer, the Registrary, the Executive Director of Development and Alumni Relations, the Executive Director of Communications and External Affairs and the Chief Information Officer/Director of the UIS, the Committee:

- recommends to the Council a salary range within which an initial appointment can be made;
- informs the Council of the actual salary at which the candidate has been appointed within that range;
- informs the Council of the range of their salary increases in an anonymised form compared to any increase in academic or other salaries.

No market payments to these roles were approved during 2024–25.

The total remuneration (basic salary and any additional payments (namely directorships, PVC supplements, market pay, but excluding pension arrangements) of senior postholders as at 31 July 2025 who fall under the purview of the Remuneration Committee (excluding the Vice-Chancellor – see B.1. above) are shown in £5k bands are below:

Range	**31 July 2025 headcount**	*31 July 2024 headcount*
£155,000–£159,999		*1*
£175,000–£179,999	1	*2*
£180,000–£184,999	1	
£185,000–£189,999		*2*
£190,000–£194,999	4	*1*
£230,000–£234,999	1	*1*
£245,000–£249,999	1	
£265,000–£269,999		*1*
£270,000–£274,999	1	
£370,000–£374,999		*1*
£380,000–£384,999	1	
Total	**10**	***9***

Note: The remuneration of senior postholders is also included in the data of staff earning > £100k shown in £5k bands.

The movements between the numbers for 2024 and 2025 result from the application of the 2024–25 national pay award, which was implemented in two phases (August 2024 and March 2025) and the additional payment to two PVCs for undertaking the role of Senior PVC. One role was vacant as at 31 July 2024.

3. Payments to external members of University bodies and committees

The Committee applied the Policy on Payments to External Members of University Bodies and Committees to approve one payment.

4. Market pay

Market payments are made for recruitment, retention, promotion or renewal purposes. Where a case for market pay exceeds 10% of the lowest salary point of the Grade 12 band, the Remuneration Committee's approval is required. For those cases where the market pay is below 10%, the relevant Head of School's approval is required. Market payments are time-limited, requiring them to be reviewed after no more than five years. Such payments are reduced by the amount of base pay that is increased when an award is made through any of the University's reward and progression schemes.

The annual report of Grade 12 market pay cases, including submissions approved by Heads of Schools and the Remuneration Committee in 2024–25 (1 October 2024 to 30 September 2025) is shown below.

	Value range (% of bottom grade)		Request Type			Staff Type		Grade												Recruitment/retention successful?			
								12.1			12.2			12.3			12.4						
	Min	Max	Recruitment	Retention	Renewal	Academic	Academic Related	M	W	U	M	W	U	M	W	U	M	W	U	Yes	No	In Progress	Renewal
Other Institutions (Council)	21.7%	71.2%	2		2		4		1	1	1					1				2			2
Other Institutions (General Board)	20.2%	20.2%			1		1							1									1
School of Arts and Humanities																							
School of the Biological Sciences	25.2%	25.2%			1	1					1												1
School of Clinical Medicine	29.9%	29.9%		1		1											1					1	
School of the Humanities and Social Sciences	11.1%	134.7%	1		3	4		2			2										1		3
School of the Physical Sciences	19.9%	41.9%	3	3	2	8		1			1	1		3			1	1		4	2		2
School of Technology	21.8%	130.4%	2	3	3	6	2	3	1		2		1	1						5			3
Unified Administrative Service	27.0%	46.7%	3		1		4			3				1						1		2	1
Total	**11.1%**	**134.7%**	**11**	**7**	**13**	**20**	**11**	**6**	**2**	**4**	**7**	**1**	**1**	**6**		**1**	**2**	**1**		**12**	**3**	**3**	**13**

Notes: Min % and Max % represent % of market pay of the bottom of the grade or band. M = Men; W = Women; U = Where the gender is unknown as recruitment is yet to be completed.

Recruitment cases include pre-emptive cases. In progress cases represent approved cases where the recruitment or retention outcome is not yet known. Renewal cases are assumed to have been successful but are recorded separately in the data.

5. Salaries over £100,000

(*a*) *Overview of the University Group*[4]

The table below shows changes in salaries (basic salary plus market pay, if applicable) of over £100,000 between 2024–25 and 2023–24 in the University Group.

	TOTAL GROUP					
	Clinical Academic		**Non-clinical Academic and other**		**Total number**	
	2025	***2024***	**2025**	***2024***	**2025**	***2024***
£100,001 – £150,000	202	*193*	500	*539*	702	*732*
£150,001 – £200,000	21	*12*	118	*113*	139	*125*
£200,001 – £250,000	1	*0*	35	*26*	36	*26*
£250,001 +	0	*0*	18	*16*	18	*16*
Total	**224**	***205***	**671**	***694***	**895**	***899***

Note: Figures based on Regulatory Advice 9: Accounts Direction (OfS 2019.41) published 25 October 2019

(*b*) *Detailed breakdown within the University Group*

(*i*) *Academic University*[5]

Overview

		2025	**No change**	**Moved up from a lower band**	**Moved down from a higher band**	**New employees**	***2024***
A	£100,000 – £150,000	572	332	230	5	5	*571*
B	£150,001 – £200,000	89	48	41			*87*
C	£200,001 – £250,000	17	7	10			*18*
D	£250,001+	7	4	3			*8*
	Total	**685**	**391**	**284**	**5**	**5**	***684***

Note: Figures based on Regulatory Advice 9: Accounts Direction (OfS 2019.41) published 25 October 2019.

Movement between bands, both up and down, is common. Upward movement can occur due to the annual pay increase (this accounts for the majority of the upward movement this year) and for new starters in the previous year (i.e. those only receiving a part salary during 2023–24). Total remuneration can also change when starting or ending a Head of Department role, changes in market pay for retention purposes, or starting or ending payments for additional duties.

By band the main reasons for change are:

- *Band A*: National pay award, clinical excellence awards, additional duties and Academic Career Pathway promotions);
- *Band B*: National pay award, new starters in 2023–24 receiving their first full-year salary;
- *Band C*: National pay award, new starters in 2023–24 receiving their first full-year salary; and
- *Band D*: National pay award.

[4] The staff of the University Group includes those involved in the core teaching and research activities of the University together with the staff of the Property Group, University of Cambridge Investment Management Limited (UCIM), Cambridge University Press & Assessment, and all subsidiary companies, associated trusts and joint ventures.

[5] The staff of the Academic University are defined as those involved in the core teaching and research activities of the University, but *excluding* the staff of the Property Group, University of Cambridge Investment Management Limited (UCIM), Cambridge University Press & Cambridge Assessment, and all subsidiary companies, associated trusts and joint ventures.

Breakdown by staff group
The chart below shows the breakdown of the Academic University between clinical academic salaries and non-clinical academic salaries:

	Academic University					
	Clinical		Non-clinical		Total number	
	2025	***2024***	**2025**	***2024***	**2025**	***2024***
£100,001 – £150,000	202	*193*	361	*378*	563	*571*
£150,001 – £200,000	21	*12*	77	*75*	98	*87*
£200,001 – £250,000	1	*0*	25	*18*	26	*18*
£250,001 +	0	*0*	11	*8*	11	*8*
	224	***205***	**474**	***479***	**698**	***684***

Note: Figures based on Regulatory Advice 9: Accounts Direction (*OfS 2019.41*) *published 25 October 2019.*

(*ii*) *Cambridge University Press & Assessment*
The following chart gives details for Cambridge University Press & Assessment:

	Cambridge University Press &Assessment	
	2025	***2024***
£100,001 – £150,000	137	*136*
£150,001 – £200,000	41	*35*
£200,001 – £250,000	10	*8*
£250,001 +	7	*6*
	195	***185***

Note: Figures based on Regulatory Advice 9: Accounts Direction (*OfS 2019.41*) *published 25 October 2019.*

(*iii*) *Trusts and subsidiaries*
The following chart gives details for trusts and subsidiaries:

	Trusts		Subsidiaries	
	2025	*2024*	**2025**	*2024*
£100,001 – £150,000	2	*1*	23	*24*
£150,001 – £200,000	0	*0*	5	*3*
£200,001 – £250,000	0	*0*	2	*0*
£250,001 +	0	*0*	2	*2*
	2	***1***	**32**	***29***

Note: Figures based on Regulatory Advice 9: Accounts Direction (*OfS 2019.41*) *published 25 October 2019.*

Subsidiaries include:

- Cambridge Enterprise, 16 FTE (2024: 14 FTE);
- Cambridge Investment Management Ltd (CIML), 6 FTE (2024: 4; note: the CIML Remuneration and Nominations Committee is responsible for overseeing payments to CIML staff);
- Institute for Manufacturing Education and Consultancy Services (IfM ECS), 6 FTE (2024: 4 FTE);
- Judge Business School Executive Education Limited (JBSEEL), 4 FTE (2024: 4 FTE);

- the Cambridge Centre for Advanced Research and Education in Singapore (CARES), 0 FTE (2024: 1 FTE);
- the PHG Foundation, 0 FTE (2024: 1 FTE);
- the Cambridge Institute for Sustainability Leadership (Belgium) 0 FTE (2024: 1 FTE); and
- Innovate Cambridge Ltd (previously called Cambridge&), 0 FTE (2024: 1 FTE).

Trusts include:

- Cambridge Commonwealth European and International Trust, 1 FTE (2024: 1 FTE); and
- the Gates Cambridge Trust, 1 FTE (2024: 0 FTE).

(*c*) *Compensation for ending employment*

Across the Group, a total of 480 payments were made in the year to staff for the ending of employment (e.g. settlement agreements, redundancy payments, and termination of fixed-term contracts).

Compensation for loss of office	**2024–25**		***2023–24***	
	Headcount	**£'000**	**Headcount**	***£'000***
Academic University	389*	2,328	*353**	*1,796*
Fitzwilliam Museum (Enterprises) Limited			–	–
Cambridge University Press & Assessment	89	3,531	*61*	*2,659*
JBS Executive Education Ltd	2	80	*0*	–
Total	**480**	**5,940**	***414***	***4,455***

** The figures excluding the termination of fixed-term contracts are 82 cases costing £782k (2023: 37 cases costing £635k).*

(*d*) *Definition of pay*

Pay is defined by the OfS as follows. Whilst the definition changed in the early years of publication of the Remuneration Committee's report, it has remained stable for the past four years.

Pay element	**OfS current definition**
Basic salary	✓
Market pay supplements / retention payments / enhancements	✓
Bonus	Not included
Local and National Clinical Excellence Award payments	Not included
Pension cash supplements	Not included
Additional programmed activity payments (Clinical academic staff only)	Not included
Wellcome Trust Merit Awards	Not included

All the definitions have defined the pay bandings before salary sacrifice arrangements and excluding employer pension contributions.

Higher pay banding

Based on latest OfS definitions

TOTAL GROUP

	Clinical		**Non-clinical**		**Total number**	
	2025	***2024***	**2025**	***2024***	**2025**	***2024***
£100,001 – £105,000	3	*11*	86	*102*	89	*113*
£105,001 – £110,000	21	*18*	80	*78*	101	*96*
£110,001 – £115,000	11	*16*	55	*81*	66	*97*
£115,001 – £120,000	15	*29*	74	*59*	89	*88*
£120,001 – £125,000	5	*12*	59	*56*	64	*68*
£125,001 – £130,000	41	*27*	40	*42*	81	*69*
£130,001 – £135,000	6	*58*	33	*46*	39	*104*
£135,001 – £140,000	1	*7*	37	*37*	38	*44*
£140,001 – £145,000	86	*7*	21	*20*	107	*27*
£145,001 – £150,000	13	*8*	15	*18*	28	*26*
£150,001 – £155,000	10	*3*	22	*12*	32	*15*
£155,001 – £160,000	6	*1*	16	*23*	22	*24*
£160,001 – £165,000	3	*3*	13	*14*	16	*17*
£165,001 – £170,000	1	*1*	20	*14*	21	*15*
£170,001 – £175,000	0	*2*	14	*10*	14	*12*
£175,001 – £180,000	0	*0*	10	*9*	10	*9*
£180,001 – £185,000	0	*1*	8	*6*	8	*7*
£185,001 – £190,000	1	*0*	4	*11*	5	*11*
£190,001 – £195,000	0	*0*	5	*9*	5	*9*
£195,001 – £200,000	0	*1*	6	*5*	6	*6*
£200,001 – £205,000	1	*0*	8	*3*	9	*3*
£205,001 – £210,000	0	*0*	2	*4*	2	*4*
£210,001 – £215,000	0	*0*	6	*1*	6	*1*
£215,001 – £220,000	0	*0*	2	*4*	2	*4*
£220,001 – £225,000	0	*0*	3	*6*	3	*6*
£225,001 – £230,000	0	*0*	3	*2*	3	*2*
£230,001 – £235,000	0	*0*	2	*3*	2	*3*
£235,001 – £240,000	0	*0*	1	*1*	1	*1*
£240,001 – £245,000	0	*0*	2	*1*	2	*1*
£245,001 – £250,000	0	*0*	6	*1*	6	*1*
£250,001 – £255,000	0	*0*	3	*1*	3	*1*
£255,001 – £260,000	0	*0*	0	*2*	0	*2*
£260,001 – £265,000	0	*0*	0	*2*	0	*2*
£265,001 – £270,000	0	*0*	4	*2*	4	*2*
£270,001 – £275,000	0	*0*	3	*0*	3	*0*
£275,001 – £280,000	0	*0*	2	*2*	2	*2*
£280,001 – £285,000	0	*0*	1	*0*	1	*0*
£285,001 – £290,000	0	*0*	0	*1*	0	*1*
£330,001 – £335,000	0	*0*	0	*1*	0	*1*
£365,001 – £370,000	0	*0*	1	*0*	1	*0*
£370,001 – £375,000	0	*0*	0	*1*	0	*1*
£375,001 – £380,000	0	*0*	1	*0*	1	*0*
£380,001 – £385,001	0	*0*	0	*1*	0	*1*
£405,001 – £410,000	0	*0*	0	*1*	0	*1*
£410,001 – £415,000	0	*0*	1	*0*	1	*0*
£435,001 – £440,000	0	*0*	0	*1*	0	*1*
£455,001 – £460,000	0	*0*	1	*0*	1	*0*
£535,001 – £540,000	0	*0*	0	*1*	0	*1*
£560,001 – £565,000	0	*0*	1	*0*	1	*0*
Total	**224**	***205***	**671**	***694***	**895**	***899***

Note: Clinical staff are not on the University's pay scales.

ANNEX 1

GENERAL PRINCIPLES BEHIND THE UNIVERSITY'S OVERALL APPROACH TO REMUNERATION

1. Operating environment and markets

The University is proud to be one of the world's leading academic centres and is committed to attracting the most talented staff and students from the UK and from overseas to further that mission.

The University ranks in the top five in international league tables for the quality of its research. Cambridge can claim 126 Nobel Prize winners.[6]

The University remains financially strong with an Aa1 (stable) rating from Moody's, a Group balance sheet of £8.3 billion, and a well-performing endowment fund of £4.6 billion that has, over the past several years, achieved compound returns above its benchmark.

The wider University Group includes Cambridge University Press & Assessment (CUP&A). Its qualifications, assessments, publications and original research spread knowledge, spark enquiry and aid understanding for millions of people around the world. CUP&A is the world's largest provider of educational programmes and qualifications for five- to 19-year-olds, publishes more than 400 peer-reviewed journals, thousands of books and monographs and delivers assessment to eight million learners in more than 170 countries.

Across the Group, the University has an annual income of over £2.7 billion. Research income, won competitively from the UK Research Councils, the European Union (EU), major charities and industry, exceeds £605 million per annum. The Academic University has more than 12,600 staff, with a further 7,400 employed by its subsidiaries. Of the Academic University's staff, approximately half are employed on academic or research contracts.

2. Fundamental reward principles guiding decisions related to remuneration of all staff

The HR Committee and the Remuneration Committee agreed[7] a set of Reward Principles to guide all decisions relating to remuneration taken at the University:

- A recognition of the need for the University to operate in a competitive local, national and international market for the most talented staff. Our reward strategy needs to offer sufficiently competitive reward packages to attract and retain staff to help the institution retain its leading position in research and teaching.
- All staff should be rewarded in a way which demonstrates fairness and consistency, paying due attention to addressing pay gaps and appropriately valuing the contributions of all staff.
- An acknowledgement that while pay and benefits are central, non-financial or intangible mechanisms are also important and should form part of our attractive total award approach.
- Remuneration must be affordable and consistent with the charitable status of the University.
- A commitment to transparency so that our staff, students, regulators and other stakeholders can have confidence in how we use our resources.
- Recognition of the higher-than-average cost of living in Cambridge, and the impact this has on our staff.

3. Policies and procedures guiding the remuneration of staff

The University has established a number of procedures and policies to guide the remuneration of staff drawing on the principles identified above. These include schemes to reward significant contribution to the University (which for senior academics can also include promotion); and schemes to recognise difficulties in recruitment and retention and where individuals take on responsibilities in addition to their normal duties. Details of these schemes are included in paragraph 8 below.

Factors in considering remuneration proposals for senior staff

At **recruitment** the factors taken into account when developing the total remuneration package include:

- appropriate remuneration needed to attract and appoint senior staff;
- current remuneration;
- benchmarked salary data for similar roles, from UCEA, the Russell Group Survey and where available and relevant, international salary surveys;
- the extent to which the individual has a demonstrable record of achievement (and how this could transfer to the role in question) in areas identified as being of strategic importance to the institution;
- the extent to which the individual has demonstrated staff development and strategic leadership in their area(s); and
- for senior clinical academic roles, the appointment package will be in line with their existing NHS national pay and conditions, including any Clinical Excellence Awards in payment, together with payment for any additional clinical activity.

[6] See https://www.cam.ac.uk/research/research-at-cambridge/nobel-prize

[7] Approved on 24 February 2020.

For cases of **retention**, the factors set out in the University's procedures include:

- a managerial business case and evidence, including the impact that would or would be likely to occur if the individual was not retained and why they would be difficult to replace;
- evidence of exceptional contribution and achievements for which the individual is responsible and which demonstrate the furtherance of the University's mission;
- implications of the loss of the employee to the organisation, including organisational performance; internal relativities; gender pay position; reputation; student and teaching impact; research impact;
- evidence of any offer of alternative employment or approach from another university/organisation; and
- salary data including external and internal relativities and benchmarks.

The University draws data from many sources to support senior staff remuneration decisions. These include:

- annual participation in the UCEA, Russell Group and CUC salary surveys and provision of an analysis of these data to the Remuneration Committee to show the University's position in the market. This data is used in the consideration of the Vice-Chancellor's remuneration and during discussions about the recruitment or retention of Professorial and senior staff; and
- internal comparisons of pay for similar senior academic and professional services roles and a gender pay analysis. In March 2025, the University published its 2024 Gender Pay Gap Report.[8] The report showed the gap unchanged from the previous year; the gap remains at the lowest level since reporting on this began. Unfortunately, the median increased from 10.4% to 13.2%.

4. Job evaluation, pay awards and pension schemes

For most roles, the University uses the HERA job evaluation method. This does not apply to the Professorial bands (in Grade 12, the highest grade), where movement through the bands is based on meeting the criteria for each of the Professorial levels under the headings of research, teaching and general contribution.

The University is a member of UCEA and participates in the national pay negotiations. The University's policy is to implement the outcomes of the pay negotiations across all staff, with the exception of clinical academic staff where the University applies the NHS pay uplifts once agreed nationally.

The University operates the following principal pension schemes:

- Universities Superannuation Scheme (USS);
- Cambridge University Assistants' Contributory Pension Scheme (CPS);
- National Health Service Pension Scheme (NHSPS); and
- Cambridge Colleges' Federated Pension Scheme (CCFPS).

5. Performance-related pay

The Academic University does not operate a specific performance-related pay scheme, other than the NHS scheme for some senior clinicians (who are not on the University's pay scales).

In normal years, Grade 12 postholders can progress through the Academic Career Pathways (Grade 12) (previously called Professorial Pay Review) for Professorial roles or the Contribution Reward Scheme (Grade 12) for academic-related roles.

Staff at Cambridge University Press & Assessment also have bonus arrangements, which are assessed by their own remuneration committees and reported to their respective Boards.

6. Expenses policy

The University's expenses policy is included in the Financial Procedures Manual.[9] It applies to all University staff.

7. Policy on income derived from external activities

The University does not have a specific policy on income derived from private consultancy. However, staff have a contractual requirement with respect to any external activities they undertake which states:

> *The University does not expect to be informed about remuneration from private work and consultancy. Such work, however, must not interfere with the performance of the duties of your office or post. If you are in any doubt about this you should consult your head of institution. If you undertake any work in a private capacity or act as a consultant, you should be clear that you undertake such work at your own risk, and that the University must not be involved in any such arrangements. University letterheads or other facilities must not be used.*

[8] Available from https://www.equality.admin.cam.ac.uk/equality-reports.
[9] Available from https://www.finance.admin.cam.ac.uk/policy-and-procedures/financial-procedures.

8. Reward and progression schemes

The University operates a number of contribution reward and progression schemes. Details of the current schemes can be found on the University website: https://www.hr.admin.cam.ac.uk/pay-benefits/pay-and-reward/reward-policies/reward-schemes. During 2024–25, these included:

- Academic Careers Pathways (Grade 12) (previously called Professorial Pay Review)
- Academic Careers Pathways (Research and Teaching) Scheme
- Academic Career Pathways (Teaching and Scholarship) Scheme
- Contribution Increment Scheme for Researchers
- Senior Researcher Promotions
- Contribution Reward Scheme for Academic-Related Staff in Grade 12
- Contribution Reward Scheme (for academic-related and assistant staff in Grades 1–11)
- Additional Responsibility Payments
- Market Pay
- Advanced Contribution Supplements
- Recruitment incentive schemes

The University's promotion processes apply to academic staff only. For all other categories of staff, promotion occurs through the advertising of vacancies and an application and selection process including interviews.

For senior staff (Grades 11, 12 and those above the scale), there is no automatic incremental progression, only the annual nationally negotiated uplift in the salary scale points. For staff in grades up to Grade 10, annual automatic incremental progression applies.

Academic Career Pathways (Grade 12) (previously called Professorial Pay Review)

The Academic Career Pathways (Grade 12 (ACP (12)) scheme is a biennial scheme that enables Professors at Grade 12 to apply for progression, should they wish to. The process involves the applicant supplying evidence of achievement during the period covered by an application.

As a result of a review of the scheme in 2021–22, several changes were introduced for the 2022 round. Further changes were approved for the 2025 round, which included changing the name of the scheme to Academic Career Pathways (Grade 12) (ACP (12)) and future-dating awards to the October following completion of the scheme.

Academic Career Pathways (Research and Teaching) scheme

The Academic Career Pathways (Research and Teaching) scheme (ACP R&T)[10] is run annually and offers eligible academic staff the opportunity to apply for promotion to the offices of Associate Professor (Grade 10), Professor (Grade 11), Professor at Grade 12 and Clinical Professor. Staff holding a Grade 9 office or unestablished post with curatorial, conservation and associated responsibilities in the Museum of Archaeology and Anthropology, the Whipple Museum of the history of Science and the Fitzwilliam Museum are also eligible to apply for promotion to Grade 10, although on promotion their title will be determined by the employing department, i.e. their title will not be Associate Professor (Grade 10).

Academic Career Pathways (Teaching and Scholarship) scheme

The Academic Career Pathways (Teaching and Scholarship) scheme (ACP T&S) (see footnote 10) is run annually, and offers eligible academic (teaching and scholarship) staff the opportunity to apply for promotion to the following positions:

For established staff:

- Professor at Grade 12
- Clinical Professor
- Professor (Grade 11)
- Associate Professor (Grade 10)

For unestablished staff:

- Teaching Professor at Grade 12
- Clinical Teaching Professor
- Teaching Professor (Grade 11)
- Associate Teaching Professor (Grade 10)
- Associate Teaching Professor (Grade 9)
- Senior Teaching Associate (Grade 8)
- Teaching Associate (Grade 7)

[10] The ACP R&T scheme is running in its current format for the final time in the 2025-26 academic year. As a result of the implementation of a new Academic Career Pathway for Research staff (ACP R), the existing ACP R&T and ACP T&S schemes will change to incorporate ACP R.

Researcher Contribution Increment Scheme

This termly scheme allows Departments to reward research staff on the basis of outstandingly good work in comparison with others of the same grade and for which some additional recompense is appropriate; or on the basis of the need to retain the specialist skills possessed by a particular member of staff who would otherwise be likely to seek a more highly paid appointment elsewhere.

Senior Researcher Promotions Scheme

The Senior Researcher Promotions scheme is run annually, following the same timeframes as the Academic Career Pathways schemes, although is running in its current format for the final time in the 2025–26 academic year, As a result of the implementation of a new Academic Career Pathway for Research staff (ACP R), the existing SRP scheme will end, and a new process for Research staff will be incorporated into new ACP schemes, alongside R&T and T&S. In its final year, SRP is offering eligible staff the opportunity to apply for promotion to the newly introduced titles of Research Professor (Grade 11), Clinical Research Professor and Research Professor at Grade 12, as well as Clinical Principal Research Associate[11].

Contribution Reward Scheme for Academic-Related Staff in Grade 12

The University operates an annual contribution reward scheme for Academic-Related staff in Grade 12. To be eligible for consideration, individuals must have been in post and performing their duties at their current grade for at least one year prior to the effective date of the award and be employed at the point the award is processed.

The scheme comprises two components, which are explained below. Eligible employees may be nominated for one award, i.e., either a contribution increment or a single contribution payment, in each annual exercise.

- Contribution increments are awarded in recognition of continued exceptional contribution;
- Single Contribution Payments are awarded to employees in recognition of their contribution in relation to a short-term piece of work or for employees who have reached the top spine point for their band within grade 12.

It is normally expected nominations for an award under this scheme will be submitted by the eligible employee's line manager, although eligible employees may also nominate themselves for an award following discussing this with their line manager.

Nominations are considered by an appropriate Senior Reviewer, who will put forward recommendations to the Vice-Chancellor's Committee for Awards to Professional Services Staff (Grade 12).

Contribution Reward Scheme for Academic-Related and Assistant Staff in Grades 1–11

The University operates an annual contribution reward scheme for Academic Related and Assistant staff in Grades 1 to 11. The scheme has two components, which are explained below. Eligible employees may be nominated for one award, i.e. either a contribution increment or a single contribution payment, in each annual exercise.:

1. *Contribution Increments (for sustained/ongoing contribution)*
   The award of up to three additional increments (in the normal pay range or in the contribution range for the grade) to recognise an individual's outstanding contribution over and above the normal expectation for the role, over a period of the last twelve months.
2. *Single Contribution Payments (for one-off / time-limited contribution)*
   The award of one-off payments of 3% (individual awards) or 2% (team awards) of salary to recognise an individual's outstanding contribution, over and above the normal expectation for the role, in the context of a one-off task or project that is finite in nature.

From 2025–26, the scheme will be renamed to the Contribution Reward Scheme for Professional Services (CRS(PS)).

Additional Responsibility Payments

Additional Responsibility Payments can be made to employees who are taking on additional responsibilities over and above those set out in their job description and at a higher level, with the agreement of their institution. Examples include the employee taking on additional higher-graded duties for a percentage of time rather than for their full hours; or for temporary acting-up duties. Additional Responsibility Payments can be paid to Academic, Academic-Related and Assistant staff irrespective of grade or type.

[11] Although the non-clinical title of Principal Research Associate has been replaced by Research Professor (Grade 11), the Clinical PRA role is unchanged because Clinical Research Professor roles do not exist at Grade 11. During the transition period for the implementation of ACP R, the title of Clinical PRA will remain available for clinical researchers seeking promotion via SRP.

Market Pay

In terms of market pay considerations, the grade of a role is determined using the Higher Education Role Analysis (HERA) scheme. Where evidence indicates that similar posts outside the University command a higher salary than determined by role analysis, it may be appropriate to request a Market Pay award in order to secure the recruitment or retention of an individual.

Advanced Contribution Supplements

An Advanced Contribution Supplement (ACS) may be awarded on the expectation that an individual will reach a certain level of achievement (normally no more than five years ahead) and is a means of supplementing the salary of an academic member of staff for retention or recruitment purposes

Recruitment incentive schemes

Recruitment incentive payments are one-off, taxable *ex gratia* payments that do not form part of the employee's salary. Payments can only be made to individuals taking up their first appointment at the University. The award of a payment is conditional upon the employee completing at least three years of service; repayments are required if the employee leaves before that time is up. All requests for recruitment incentive payments must be considered by the Head of the relevant School, and by the Registrary in the case of Council institutions.

Other recruitment incentives available to staff include:

- the *rental deposit loan scheme*, which provides an interest-free loan of up to £3,000. This can be used for some of the costs associated with private rental accommodation, such as initial deposit, first month's rent and other fees;
- the *shared equity scheme* is available to new permanent members of staff (Grade 7 and above) and holders of certain fellowships, to help with the purchase of living accommodation if they have to relocate to take up their appointment. Under the scheme, the University may make a contribution towards the capital cost of purchasing a property close to, or within Cambridge, and would hold a share of the equity in proportion to its capital contribution;
- *the visa loan scheme.* The University recognises that UK immigration fees present a considerable burden for non-UK staff, particularly members of the postdoctoral community who may struggle to meet these costs for themselves and their families. The scheme offers an interest-free loan for prospective staff and their dependents, up to a certain value, which staff members can use toward meeting the costs of Global Talent visas, Skilled Worker visas, Indefinite Leave to Remain, and associated dependent visas.
- *relocation expenses*. This scheme provides financial assistance of up to £8,000 with relocation costs for moves within the UK and from overseas. The scheme is open to all newly appointed centrally funded staff on appointments for two years or more.