competencies in the case of external appointments, together with relativities relating to peers. The UCEA benchmarking salary data will be made available to Remuneration Committee.

As the cultural expectation will be to recruit only exceptional people to senior positions, the UCEA salary data should not preclude the option of departing from typical salaries when necessary to attract and recruit exceptional talent and leadership to the University at market rates, provided the reason is justifiable and recorded for audit/governance purposes.

When setting starting salaries the University will give consideration to equal pay issues in addition to market pay data to avoid a gender pay difference or a difference in salary as a result of any protected characteristic(s), which could lead to unlawful discrimination.

When making internal appointments, starting salary must be compared with salaries offered to relevant recent external appointees to ensure internal appointees are not disadvantaged.

## Increases to Base Salary and Non-consolidated pay awards

It should be noted that the University's financial position in any year will influence the distribution of base salary increase awards.

The University will apply any nationally agreed uplift in pay through JNCHES negotiations to senior staff.

Senior salaries sit outside the nationally-negotiated salary framework in operation for staff. However, the University provides the opportunity for senior base salaries to be considered annually and awards made, where appropriate.

Two types of award can be made as follows;

**Base Pay Awards**

Changes to base pay may be made where changes to role or responsibilities has taken place (this reflects salary review for professional services staff which takes place via HERA grade review) and/or where the benchmarking for a particular role indicates that the current base salary is not competitive/in line with the sector.

Various factors are taken into account in deciding the base salary increase awards. The awards are not necessarily in direct relationship to the Performance Rating, as above, factors such as salary award history, salary in relation to benchmarking data and the financial situation of the University are considered.

**Non Consolidated Pay Awards**

Non-consolidated pay awards may be made dependent on performance (see performance rating info below).

As an alternative to an increase in base salary, the Remuneration Committee may determine that a non-consolidated pay award will apply to a senior staff member.

No member of senior staff will be entitled to a non-consolidated pay award unless they have achieved a rating of EE or E at their PDR review.

Any non-consolidated pay award will be linked to the achievement of PDR objectives.

**Performance ratings**

The following performance ratings apply to all senior staff for the previous assessment period and should be in assessing merit for a non-consolidated pay award.