



Global Reward Policy

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HERIOT-WATT UNIVERSITY GLOBAL REWARD POLICY

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1. Introduction

Heriot-Watt is a global university and is recognised throughout the world for the quality of its teaching and applied research capability. Central to that success is the ability to recruit and retain colleagues to deliver excellence and achieve the University's strategic goals by having a competitive, widely understood and transparent pay and reward policy (and supporting procedures) that attracts talented and skilled professionals, motivates them to stay and rewards them fairly and consistently.

2. Scope

This policy (and supporting procedures) underpins decisions relating to pay and reward for all UK, Dubai and Malaysia based colleagues.

3. Reward Principles

The University is committed to ensuring that everyone is treated, as a valued and respected member of the Heriot-Watt team. This policy promotes equality and fairness, embeds Athena SWAN principles and is in keeping with the values of Heriot-Watt University:

Valuing and Respecting Everyone
Pursuing Excellence
Pride and Belonging
Shaping the Future
Outward Looking

Transparency and clear governance processes (Appendix 1) underpin the University's approach to pay and reward along with the following underlying principles:

Local Markets

Reward packages will be adapted to the needs of the local market.

Sustainable

Reward needs to be sustainable over time and clearly linked to the ongoing success of the University.

- Reward packages will take account of where the role is being performed (location) and will take account of market trends in that location.
- Reward packages will adhere to the laws of the location. Reward packages will be consistent with the University's Values.

Valued

Heriot-Watt University values and rewards the contribution of colleagues and we want colleagues to understand and value their reward package. We know our pay and reward packages are attractive and competitive. The University:

- Regularly benchmarks our reward packages against external market practice (to public/charities and private sector with similar turnover) to ensure that they remain competitive and attractive to both existing and potential new colleagues.
- Provides opportunities through the Global Employee Experience Forum for colleagues to feedback their views on the University's reward provision.

Open and Fair

Heriot-Watt University's rewards are transparent and are applied fairly and consistently.

- Pay ranges are based on the local market but will be linked to the University UK grade structure and job titles (e.g. Associate Professor, Assistant Professor).
- In "local benefits" the University takes into account matters such as the level of social provision at a given location, as well as local market trends.
- Information on current pay and reward policies and frameworks will be readily available to all colleagues (with effect from mid-2016).
- Line managers will be responsible in the first instance for responding to any pay and reward queries, and will be supported by the Reward and Employee Engagement Team within Human Resource Development (HRD).

Motivating

The University aims to use pay and reward as one of the drivers to enhance the University's performance and success. University and individual performance will determine the level of reward available.

- Individual performance against agreed objectives (as per the PDR process) will be used to support the award level of any bonus/contribution payment.

Additional principles apply at the University's International Campuses (see Appendix 2).

4. Nationally Negotiated Award (UK and Dubai based roles only)

The University is a member of the Universities and Colleges Employers Association (UCEA). UCEA conducts collective consultation on our behalf, with the recognised Trade Unions across the Higher Education sector, regarding the annual negotiated pay award. The outcome is a negotiated and agreed decision on each salary spine point, effective from 1 August each year.

5. Heriot-Watt University's Pay, Reward and Promotion Processes

The University has agreed pay, reward and promotion policies. The Director of Human Resource Development is responsible for the effective operation, application and review of these policies. Reviews are conducted on an annual basis.

- | | |
|---|------------------------------|
| • Global Reward Policy | All Grades |
| • Senior staff pay & reward procedures | Grade 10 only |
| • Senior Promotions (Academic) procedures | Grade 8 to 9 / Grade 9 to 10 |
| • Academic Advancement procedures | Grade 6 to 7 / Grade 7 to 8 |
| • Career Progression (Professional Services) procedures | All Grades |
| • Contribution Pay procedures | Grades 1 - 9 |

Academic Pay and Reward Processes

The Academic process is applied to all colleagues employed on an academic contract at all campuses.

Professional Services (including technical staff) Pay and Reward Processes

The Pay and Reward Processes apply to all Professional Services staff at the University other than those based in Malaysia.

Pay, Reward or Promotion Procedure Decisions for:	Decisions made by:	Recommendations made by:
Senior Staff pay & reward (G10)	Remuneration Committee of Court	Principal and Vice-Chancellor
Senior Promotions (Academic)	Principal and Vice-Chancellor	Vice-Principal or Deputy Principal (External Affairs)
Professional Services Promotions	Secretary of the University	Directors of Professional Service
Contribution Pay	Secretary of the University	Directors of Professional Service
Academic Advancement	Deputy Principal (External Affairs)	n/a

6. Related Policies and Procedures

Key Policies

- Equality and Diversity Policy (all campuses)
- Contribution Pay Policy (UK and Dubai)

Key Procedures linked to Global Reward Policy:

- Senior Remuneration Procedure (all campuses)
- Academic Promotions Board (Senior Promotions) - procedures (all campuses)
- Academic Advancement Procedure (all campuses)
- Academic Probation and Promotion Board Appeals procedure (all campuses)
- Professional Services: Career Progression Procedures (UK and Dubai)
- Contribution Pay procedures (UK and Dubai)

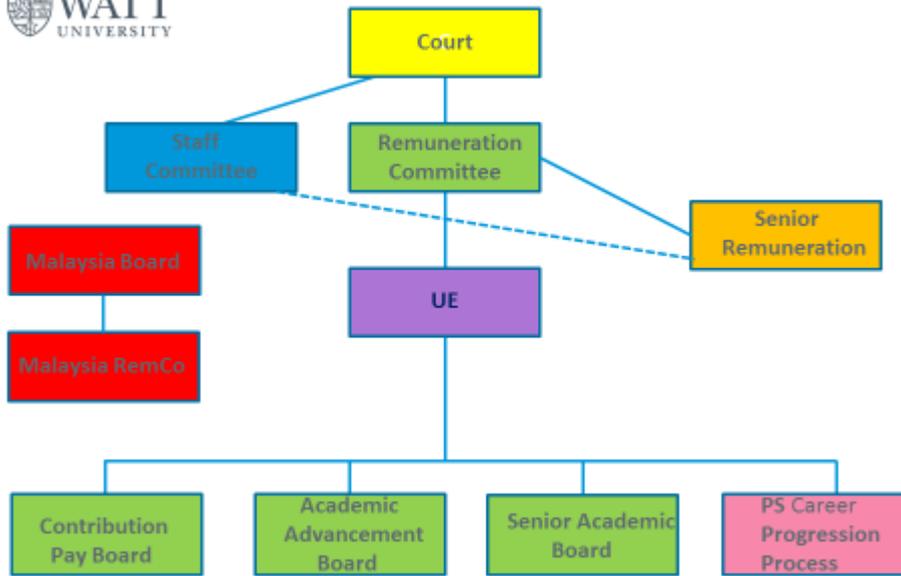
Additional Guidance:

- Academic Criteria for Assessment (all campuses)
- Senior Academic Criteria for Assessment (all campuses)
- Professional and Management Promotions - Criteria for Assessment (UK and Dubai)
- Job Overview Form - Completion Guidance Notes (UK and Dubai)
- The University's Equality Outcomes
- The University's Athena SWAN Action Plans

7. Role of Human Resource Development

HRD will advise colleagues and managers on the operation and application of these policies and procedures, ensuring consistency of application across the University.

APPENDIX 1 - Governance Structure



APPENDIX 2: Reward Principles for International Campuses

<p>Reward:</p> <p>The reward structure (and progression within the structure) should be fair and transparent to ensure equality of treatment and opportunity. Colleagues doing similar jobs may be paid different rates, but if so the University will be able to provide a justifiable reason for the difference, e.g. for a given discipline in a given market</p>
<p>The University recognises that its operations in international markets may require reward packages to be adapted to the needs of the local market.</p>
<p>Pay structures:</p> <p>The University operates two 10-band pay band structures across all locations, international bands will be transparently mapped to the 10-band HERA evaluated band structure.</p>
<p>Each band to be matched to the appropriate market benchmark which enables the University to conduct annual benchmarking.</p>
<p>Separate pay band structures operate for academic, and for professional services / technician staff. (Additional allowances are available to make overall package more attractive to be able to recruit the right staff to deliver our strategy.)</p>
<p>The bands used at international campuses may be broader than UK bands to allow for local pay practices, and may have different progression paths</p>
<p>Bands may have “bar points” clearly identified. These bar points indicate key milestones which must be achieved in order to advance beyond them e.g. colleagues need to be engaged in research or have a PhD.</p>
<p>The top of the band is normally a cap; progression to next band can only be achieved by promotion (see policy).</p>
<p>Salary points within bands may increase each year. Benchmark data will be used to inform any decision for an increase, rather than indicating that an increase is required to be awarded.</p>

APPENDIX 3: Reward Package at each Campus (to be reviewed every three years)

Reward	UK	Dubai - exceptions	Malaysia - exceptions
Basic Salaries Annual pay award Increments	<p>UK pay scales as agreed as part of National Framework agreement</p> <p>Annual nationally negotiated pay award applied</p> <p>Access to automatic annual increments until the top of scale is reached</p>	<p>Adopt UK pay scales with conversion to AED</p> <p>Professional Services paid 75% of UK scales to fit market rates</p>	<p>Local pay ranges mapped to UK pay scales</p> <p>Annual pay award earned through performance to reflect inflationary increases and increases up the salary scale (akin to increment)</p>
Performance related pay	<p>Contribution Pay Procedures – Grades 1-9 eligible</p> <p>Grade 10 covered by Senior Remuneration Committee</p>		<p>Local process</p> <p>Access to an annual bonus paid in December based on performance</p>
Promotion	Promotion procedures – accessible to all staff		Local promotion procedures for Professional Services staff
Contractual Benefits Pension	Pension - USS or LGPS	No pension and in accordance with legislation HWU provide an end of	Statutory Employee Provident Fund pension contributions

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<p>Healthcare</p> <p>End of Service</p> <p>Maternity/ Paternity/ Parental Leave</p> <p>Sick leave and pay</p>	<p>A NEST scheme is also available to staff who do not meet the qualifying criteria for enrolment into LGPS or USS</p> <p>Enhanced 'Supporting Family Life' benefits</p> <p>Enhanced sick leave and pay</p>	<p>service payment which increases with length of service</p> <p>Medical insurance for employee plus 50% contribution towards family members' medical insurance</p> <p>Statutory maternity leave and pay</p> <p>Statutory sick leave and pay</p>	<p>Medical insurance and Personal Accident Insurance Plans. This includes cover for immediate family where applicable, i.e. children under age 18 (or 23 if in full-time education) and non-working spouse.</p> <p>Statutory maternity leave and pay</p> <p>Statutory sick leave and pay</p>
<p>Allowances</p> <p>Accommodation</p> <p>Travel</p> <p>Visa</p> <p>Education</p>	<p>No additional allowances paid</p>	<p>Accommodation allowance</p> <p>A return economy flight home per annum for employee, spouse and any children aged under 18</p> <p>Employee Visa paid</p> <p>Education Allowance</p>	<p>A monthly travel allowance of RM 500 per month will be available to cover fuel and toll costs, etc., incurred in travelling between home and place of work</p>
<p>Holidays including public holidays</p>	<p>28 or 33 days' annual leave plus 9 or 10 buildings closed days (public holidays)</p>	<p>33 days' annual leave plus 10 public holidays</p>	<p>43 days leave inclusive of annual leave and public holidays</p>