LUMINATE EDUCATION GROUP

ANNUAL REPORT OF THE REMUNERATION COMMITTEE
2024/25

1 INTRODUCTION

1.1 In 2019 the Remuneration Committee supported the adoption of the AoC (Association of Colleges) and the CUC (Committee of University Chairs) Remuneration Codes ('the Codes').

1.2 The Codes set out a requirement to publish a readily accessible annual statement. This report serves to fulfil that requirement and follows the suggested format contained within the Codes.

1.3 The role of the Remuneration Committee is to advise the Governing Body on the remuneration and conditions of service of senior staff within the Luminate Education Group ('the group'). During 2024/25 these were:

Group CEO
Deputy CEO & Executive Principal of Leeds City College
Deputy CEO Curriculum & Quality
Group Vice Principal, Adults
Group Vice Principal, Development
Group Vice Principal Curriculum & Skills
Principal, Leeds Conservatoire
Principal, Harrogate College
Principal, Keighley College
Chief Financial Officer
Group Director of People, Development & Culture
Dean of Higher Education

2 REMUNERATION COMMITTEE

2.1 The following members served on the committee during 2024/25:

Becky Hewitt (Governor and Chair of Remuneration Committee)
Jenny Hoy (Co-optee)
Carolyn Lord (Governor)
John Toon (Governor and Chair of Governing Body)

The Group CEO is ineligible for membership of the Remuneration Committee. However, the Group CEO and other senior staff are permitted to attend meetings of the committee, by invitation from the chair, to present specific reports, information or recommendations. The committee's terms of reference make it explicit that any member of staff present shall withdraw from that part of any meeting at which their remuneration is under discussion and take no part in related decision making.

2.2 The Chair of the Governing Body serves as a member but not as Chair of the Remuneration Committee.

2.3 The Remuneration Committee was clerked throughout the year by Melanie Halstead, Director of Governance. This role is independent of management.

2.4 The constitution and terms of reference of the Remuneration Committee continue to be reviewed on an annual basis and remain compliant with the requirements of the Codes.

2.5 The committee meets at least three times per year in order to ensure it fulfils its terms of reference. All meetings held during 2024/25 were quorate. Full minutes of meetings are prepared with decisions clearly identified and action points noted. Feedback from the Remuneration Committee is provided to the Governing Body following each of its meetings, along with any recommendations for consideration/approval by the Governing Body.

2.6 The Remuneration Committee regularly reviews its own effectiveness. Following its most recent review members remain satisfied that the committee operates effectively and fulfils its terms of reference. In addition, a review of compliance against the Remuneration Codes was carried out in November 2023; this confirmed that Luminate Education Group was compliant with all aspects of the Codes.

3 GROUP PEOPLE AND REMUNERATION STRATEGIES

3.1 The Luminate Education Group People Strategy was refreshed in 2024 to better align it to the priorities, themes and values outlined in the Luminate Strategy 2023 to 2025. The People Strategy 2024 to 2027 sets out the following key aims:

Aim 1: Embed effective strategic workforce planning principles across the group
Aim 2: Develop a high performing, skilled and capable workforce
Aim 3: Develop and support a resilient, empowered and healthy workforce
Aim 4: Embed a compassionate, inclusive and effective leadership culture at all levels
Aim 5: Reward and recognise colleagues in a fair and sustainable way.

3.2 A Remuneration Strategy was formally approved by the Governing Body in 2024 and addresses the group's aim to 'reward and recognise colleagues in a fair and sustainable way'. Going forward this will evolve to a Total Reward Strategy that moves beyond pay and other financial remuneration to include non-remuneration benefits and recognition; this will be achieved in a targeted way, enabling the group to attract, recruit, retain and motivate the talent it needs to ensure long term success for each group member, as well as develop a culture of fairness and transparency.

4 APPROACH TO REMUNERATION

4.1 The Luminate Remuneration Policy for Senior Staff sets out the process and principles of how senior staff pay is set and reviewed. The policy takes account of the requirements of HM Treasury Managing Public Money (MPM) and Senior Pay Controls and the principles of the Remuneration Codes. Senior staff are appointed on a fixed salary point within a salary range which ensures the best possible candidate is attracted, recruited, retained and motivated to perform to a high level, whilst also being affordable and reflecting the size and complexity of the role.

4.2 When setting and reviewing senior staff pay the Remuneration Committee and Governing Body also considers benchmarking information to compare the remuneration to national averages for similar posts in similar organisations. This includes salary benchmarking data from the AoC College Senior Pay Survey and benchmarking data taken from colleges' annual financial statements.

4.3 A new Group CEO was appointed in June 2025 to take up post in January 2026. In order to determine an appropriate level of remuneration to recruit, retain and motive high calibre applicants whilst representing value for money, the Remuneration Committee and Governing Body considered benchmarking data from the AoC College Senior Pay Survey, Education & Skills Funding Agency (ESFA) benchmarking data taken from colleges' annual financial statements/finance records and HM Treasury's senior pay guidance.

4.4 Following a previous agreement to disband the performance related pay (PRP) scheme for senior staff, none of the staff within the Remuneration Committee's remit were eligible for PRP during 2024/25.

4.5 The Remuneration Codes require justification for any retention of external income by senior staff in addition to their remuneration. This requirement continues to be met through an exclusivity clause in contracts of employment and the group's financial regulations that require staff to obtain express permission for additional external work (whether or not it is remunerated). There were none during 2024/25.

4.6 The Remuneration Codes require publication of the pay multiple of the CEO and the median earnings of the whole workforce. The following figures are reported in the Luminate Education Group financial statements:

	2025	2024
CEO's basic salary as a multiple of the median of all staff:	7.0	7.0
CEO's total remuneration as a multiple of the median of all staff:	7.1	7.2

The calculation for median pay is based upon the full time equivalent salary of all staff who have been employed during the year plus the actual payments for other pay costs.

The following figures are reported in the Leeds Conservatoire financial statements:

"Professor Wilson's salary represents 2.6 (2023/24: 2.5) times the median contractual salary paid out and his total remuneration 2.7 (2023/24: 2.7) times the median total remuneration paid out to staff during the year."

4.7 The group's policy on expenses is set out in its financial regulations.

Luminate Education Group
Remuneration Committee
November 2025