

## Employee Retention Policy & Procedure

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## 1. Introduction

Brunel University London competes in the local, national and international market for talented employees of high caliber and has procedures in place for the annual review of salaries and other reward mechanisms and the conferment of personal titles for academic colleagues. These procedures are cyclical and are therefore not well suited to the rare occasions when the University may wish to retain an employee who has an offer of employment elsewhere. It is important that in an increasingly competitive environment, the University has a policy setting out how we will deal with retention.

This Policy should be read in conjunction with the EDI statement included in Appendix A. The University is committed to the principles of equal pay and to reducing pay gaps where they exist. The HERA evaluation scheme is used to determine appropriate grades for roles and publishes guidance and criteria for academic promotion. To support our commitment to equal pay and to the Equal Pay Act 2010, the University will, through the implementation of this procedure, demonstrate objective justification if different rates of pay are offered to employees whose work is of equal value. It will demonstrate the business need for each variation from the norm and there is provision for the reduction or withdrawal of a supplement when they can no longer be justified.

A retention supplement is a separately identified addition to the salary paid to an individual because of their personal expertise that is considered critical to the University's success.

The University has a separate policy in place for market supplements, which provides transparent mechanisms in cases where the evaluated grade for the job does not match the market rate while still maintaining the link between pay and job evaluation.

## 2. Retention Principles

- a) The University recognises and accepts that employees may, at some point during their employment, wish to further their careers and explore new opportunities with other employers. It is important to note that there is no contractual entitlement to a retention supplement. Moreover, an appropriate level of staff turnover is considered healthy and in the majority of cases, resignations will be accepted without exploring retention opportunities. The University will only seek to retain an employee with a retention supplement in exceptional cases where the individual's personal expertise is considered critical to the University's success including reputationally, financially and operationally.
- b) This policy applies to all staff including colleagues in academic and professional services roles and a retention case can be submitted for any employee, regardless of grade or staff category.
- c) While salary is often an important element when considering retention, other benefits such as career development support and flexible working arrangements can be just as important and should be given due consideration. This can be particularly important for colleagues in professional services roles where academic promotion does not apply.
- d) Before considering awarding a retention supplement, the University will ensure that the established salary level is correct and in line with our existing reward and promotion mechanisms. This includes considering the HERA grade (for roles in grades 1-10), and that the base pay is aligned with appropriate benchmarks (for market supplements and spot salaries). For academic

colleagues a review should be undertaken to consider whether they meet the criteria for academic promotion prior to considering a retention supplement.

- e) Employees are not able to submit a personal application for a retention supplement. Any application for a retention supplement will normally be submitted by the Executive Dean or Director of Professional Services Directorate in consultation with their Senior HR Business Partner.
- f) A case will usually only be considered if the employee has a job offer from another organisation, although the Vice-Chancellor may, exceptionally, waive this condition.
- g) Any agreed retention supplement will be noted in the contract of employment stating clearly the conditions under which it will be reviewed and could be increased, reduced or withdrawn. Additional retention supplements, as opposed to accelerated increments, will normally be time limited and this will be confirmed in the contract of employment.
- h) Retention supplements will be superannuable while payable.
- i) Retention supplements will not be subject to any cost of living awards.
- j) The application of a retention supplement will not be backdated and will only apply from the date of authorisation by the University
- k) Retention supplements will be paid monthly through the University's payroll but will be identified separately from the base salary in pay slips and University documentation.

### **3. Procedure**

In order to determine retention supplements in a consistent, fair and transparent manner, the following procedure will be followed. The nature of retention cases makes it important that the University can respond quickly, while still maintaining appropriate process.

- a) A business case will need to be established by the Executive Dean or Director of Professional Services with support from the relevant Senior HR Business Partner. This case will include details and evidence of:
  - i. the particular retention situation;
  - ii. details of the individual's current position and salary;
  - iii. a copy of the offer made to the individual by other institutions (unless waived by the Vice-Chancellor);
  - iv. the individual's current CV;
  - v. the individual's up-to-date job description (for professional services roles);
  - vi. the perceived strategic value to the organisation of the individual;
  - vii. the risks and consequences of not retaining the particular individual;
  - viii. the level of retention supplement required to retain the individual;
  - ix. any potential consequences within the College/Department of paying such a supplement including equality considerations;
  - x. the duration of payment including the reasons for the specified duration (e.g. to provide time for succession planning or individual career development)
  - xi. any other proposed conditions to be attached to the supplement; and
  - xii. confirmation of budget cover for additional costs

The Business Case Form (Appendix B) should be used to ensure that all relevant information is included for consideration and that the case has the relevant support.

- b) The case should be submitted to the Director of Human Resources who will circulate to the Retention Panel for consideration. The Retention Panel will convene as and when required.
- c) The Retention Panel will normally comprise the Vice-Chancellor or Deputy Vice-Chancellor, the Pro Vice-Chancellor Research and Pro Vice-Chancellor Education (for academic staff) or the Chief Operating Officer (for professional services staff), the Director of Human Resources or their nominated deputy and the EDI Partner or Associate Partner from Human Resources.
- d) For members of the Senior Leadership Team and employees where total salary will be £150,000 or more (pro rata if part-time) the retention case will be considered by the Remuneration Committee.
- e) The decision, confirming the amount of any supplement and the rationale for approving or rejecting the case will be fed back to the Executive Dean or Director (copied to the Senior HRBP) via the Director of Human Resources or their nominated deputy
- f) Where a retention supplement is approved, the HR Directorate will write to the employee to confirm the details and conditions of the supplement once the Executive Dean or Director has verbally relayed the decision of the panel to the employee.
- g) The decision of the retention panel or Remuneration Committee is final.

#### **4. Review and Monitoring**

The application of retention supplements, including equality data when it can be presented in a suitably anonymized form and the impact on pay equality, will be reported on an annual basis to the Remuneration Committee.

## **Appendix A: Equality, Diversity and Inclusion - Statement of Commitment**

Brunel University London is committed to fostering an inclusive and diverse workplace that values and respects the unique contributions of all individuals.

We believe that embracing equality, diversity, and inclusion not only enhances our organisational culture but also drives innovation, collaboration, and employee satisfaction. We strive to create an environment where everyone feels welcomed, empowered, and supported, regardless of their race, ethnicity, gender, age, sexual orientation, disability, religion, or any other characteristic protected by or under the Equality Act 2010

Our commitment to equality, diversity, and inclusion extends to all aspects of our employment practices, including recruitment, hiring, promotions, training, and overall career development. We actively promote fairness, equity, and opportunity for all employees, recognising that diversity in backgrounds, perspectives, and experiences strengthens our ability to achieve our goals and serve our customers and stakeholders.

In order to achieve an environment that is free from unlawful discrimination and which encourages everyone to contribute fully to its work, the University will endeavour to ensure that it eliminates discrimination, harassment, victimisation and any other conduct that is prohibited by Law.

### **Intentions**

The University commits to increasing the representation of underrepresented groups in leadership positions and providing training and development opportunities to all employees regardless of their background or identity. We aim to achieve this by implementing fair and unbiased recruitment and hiring practices that attract a diverse pool of qualified candidates. We will actively seek to eliminate any barriers to entry and ensure equal opportunities for all individuals, regardless of their background or characteristics.

Support and resources have been made available to employees to help them succeed and thrive in the workplace. This includes programs that support work-life balance, flexible work arrangements, mentoring and coaching programs, and access to employee resource groups.

We are committed to ensuring pay equity within our organization, conducting regular reviews to identify and address any disparities based on gender, race, or other protected characteristics. We will maintain transparency and fairness in our compensation practices.

We will provide regular diversity and inclusion training programs to educate employees about unconscious bias, cultural competence, and respectful communication. These initiatives aim to promote understanding, empathy, and an inclusive mindset throughout the organisation.

It is important to regularly monitor progress toward our diversity and inclusion goals, and adjust our retention policy as needed to ensure that we are creating a workplace that values and supports all employees equally.

## Appendix B



**Confidential**

## Employee Retention – Business Case

### CASE DETAILS

<b>Case submitted by</b> (Name and job title)	
<b>Employee name</b>	
<b>Employee position</b>	
<b>College/Directorate and Department</b>	
<b>Current Grade</b>	
<b>Current Salary</b>	
<b>FTE</b>	
<b>Proposed Retention Supplement</b>	£
<b>Proposed Duration of Supplement</b>	
<b>Effective Date</b>	

### ENCLOSURES/ATTACHEMENTS

- CV
- Current Job Description (if Professional Services)
- Copy of Job Offer

### SUPPORTING COMMENTS

<b>Job Offer</b> Please use this section to enter details of the job offer that the individual has received including institution, role offered and salary offered.	
<b>Rationale</b> Please outline the case for retention including perceived strategic or significant operational value to the organisation of the individual, the consequences of not retaining the individual.	
<b>College/Directorate Consequences including Equality Impact</b>	

<b>Proposed duration of any retention supplement and justification for length of payment</b>	
<b>Please give details of any criteria or conditions attached to the supplement that need to be stated in contract letter</b>	

<b>Academic Promotion</b> (for retention proposals seeking conferment of title)	
<b>Proposed academic level</b> (Please refer to <a href="#">academic promotion criteria</a> )	
<b>Research contribution</b>	
<b>Teaching, learning and student experience contribution</b>	
<b>College/Department leadership, Management and Collegiality contribution</b>	
<b>External impact contribution</b>	

#### RETENTION PANEL

<b>Case Agreed</b>	Yes /No
<b>Rationale for rejecting/amending/approving case</b>	
<b>Amount agreed</b>	£
<b>Effective date (if approved)</b>	
<b>Duration of supplement (if approved)</b>	Months / years
<b>Conditions to be included in contract</b>	
<b>Review date</b>	
<b>Retention Panel Chair Name, Position and Signature</b>	
<b>Director of Human Resources Name and Signature</b>	