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Total Remuneration Package

Pay Review Framework

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Introduction

Our Total Remuneration Package is designed to attract and retain the people we need to maintain our position as a world-leading institution.

Ensuring your salary is regularly reviewed to accurately reflect your responsibilities and achievement is a key part of this.

The annual Equity and Achievement Pay Review processes allow managers to address equal pay and internal benchmarking disparities in their area and to reward staff for exceptional contribution and achievement. The process is applicable to all staff on Imperial's terms and conditions with the exception of individuals with a live Employee Relations sanction or those who have not completed their Imperial Essentials training.

Both processes will commence in May, and awards will be implemented in the January payroll with consolidated increased to pay backdated to 1 October.

Department pay review recommendations will undergo Equality Impact Assessments, prior to review by the Local Decision-Making Boards (at Faculty/Business School/Support Service area level), to ensure recommendations meet the criteria and that sufficient evidence to support recommendations have been provided. This is in line with the university's commitment to reducing its gender and ethnicity pay gaps and ensuring equity and a consistent application of achievement pay review awards.

This booklet outlines how we review our pay within our TRP and covers the Annual Pay Award and Equity and Achievement Pay Reviews. If you'd like to learn more about our TRP as a whole, you can visit our website.

- Salary
- Equity and Achievement
- Benefits
- Pensions
- Leave
- Experience
- Wellbeing
- Environment

Achievement

Whilst we want to ensure consistency between roles of similar profiles, it is also important to recognise those staff who demonstrate exceptional and sustained contribution to our institutional mission.

There are already a number of schemes in place designed to reward staff who demonstrate excellent achievement.

The President's Awards of Excellence, The Provost's Awards of Excellence, The Julia Higgins Medal and Awards, and the Imperial Garden Party all celebrate the achievements of staff across a number of areas and are designed for staff from all levels and job families.

We organise an annual Long Service Reception and Dinner to recognise and celebrate our long-serving staff who have completed over 20 years' service.

We also have several routes available for staff across all job families to pursue promotions and progression.

How is it reviewed?

The Achievement Pay Review is designed to objectively review staff and teams across all Imperial job families who have made an exceptional contribution to the university.

Heads of Department are provided with information on their staff in order to identify colleagues that meet the set criteria (outlined on the following page).

Recommendations for an achievement pay award are subject to an Equality Impact Assessment and reviewed by a Faculty/ Support Services decision-making board, who verify that a consistent approach has been applied before recommendations are submitted to UMB.

Achievement Pay Review Criteria

The Achievement Pay Review criteria are:

- To recognise substantial and sustained exceptional ongoing individual achievement beyond the usual expectations of the role.
- To recognise substantial and exceptional one-off individual achievement beyond the usual expectations of the role.
- Exceptional contribution and achievement must be in addition to the usual expectations and contributions of the role, in line with Imperial's values and the remit of the grade. All reviews should be informed by an individual's Annual Review Conversation (ARC) process.
- For substantial and sustained ongoing exceptional contribution, individuals will be awarded a consolidated increase in pay. For one-off exceptional achievement, employees will receive a one-off payment (non-consolidated and non-pensionable payment). For consolidated increases in pay, payments will be pro-rated accordingly for part-time staff. For guidance on choosing between an ongoing and a one-off award, please refer to the Guidance for Managers.

Exceptional contribution

There is an overarching expectation at Imperial of what exceptional performance looks like, and managers should use this understanding alongside the Annual Review Conversation (ARC) tools when assessing whether an individual or team meets the threshold for an Achievement Award. Exceptional performance is defined as contribution that is clearly beyond the normal expectations of the role and grade. This may be demonstrated through sustained excellence across the year or through a single, significant achievement with substantial impact. Staff operating at this level typically show initiative, leadership, innovation or influence that is not routinely required at their grade and deliver outcomes that meaningfully advance Imperial's mission.

Exceptional performance at Imperial includes:

- Delivering substantial impact beyond normal role expectations
- Achieving outcomes that significantly benefit the team, department, faculty, or University
- Leading or driving high impact work, improvement, or innovation
- Operating with exceptional levels of autonomy, judgement, or influence
- Being recognised as a role model for Imperial Values
- Making contributions that are either:
 - Sustained throughout the year (eligible for a consolidated increase), or
 - One off and transformational (eligible for a one off payment)

With these overarching expectations in mind, recommendations for Achievement Pay Reviews should consider how individuals or teams have contributed towards and exceeded the university mission in at least one of the three main criteria examples below:

Research and Innovation

- Seminal and contribution-building research
- An outstanding record of research outputs and inputs
- Excellent management of research projects which considerably expands the profile of the individual or team
- Leading large-scale multiple projects reaching across departments and faculties.
- Exceptional achievement in fostering collaborative and interdisciplinary research

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- Research that is transformational in impact
- Activity that significantly enhances the reputation and international position of Imperial, well beyond the usual expectations of the grade

Education, Teaching and Student Experience

- Driving improvements in educational quality that influence university-wide practice or external recognition
- Excellent standards in course development with reviews that result in a step-change to enhance student learning
- Creating educational resources, tools, or methods that are adopted more widely across the department, faculty, or university
- Volume and quality of teaching-related activity outside of the normal parameters
- Innovative use of technology to enhance student learning that is substantial and transformational in learning outcomes
- Making a significant contribution to inclusive education that enhances outcomes for under-represented or disadvantaged student groups
- Excellence in supporting the student lifecycle

Service and Contribution to Imperial

- Collaborating in an exceptional way with others outside of the department to benefit the department and/or faculty/Support Services and/or university
- Supporting others in an exceptional way to benefit the university's community
- Demonstrating an exceptional contribution to the improvement of service provision, research and/or teaching administration or management
- Contributing to internal and/or external activities, e.g. committees or networks beyond the usual expectations of grade
- Producing and upholding exceptional results, through well-managed projects that support the Faculty, Support Services or department and Imperial's mission
- Generating successful initiatives in line with the expectations of the individual/team's role, particularly during unexpected or challenging circumstances, which enables staff development whilst promoting equal opportunity in order to produce excellent results
- Introducing new procedures or streamlining processes to be more effective and productive well beyond the usual expectations of the grade
- Suggesting and/or piloting solutions to difficult or complex problems beyond what is expected for the grade
- Undertaking a one-off piece of work to a high standard in addition to carrying out all the main responsibilities of their post. This could be a project or research piece which was delivered under difficult circumstances and/or is of an exceptional quality
- Those who have taken on considerable extra work and who have demonstrated excellent achievement under challenging circumstances

The lists within the three main criteria are not exhaustive.

Exceptional Team contribution

In addition to recognising exceptional individual contribution, the Achievement Pay Review also supports recognition of exceptional team achievements. Imperial's mission is delivered through collaboration, and many significant outcomes result from coordinated work across teams, departments, or faculties. It is therefore important that managers give full

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consideration to how teams, as well as individuals, have contributed to the University's success when making recommendations.

Team contributions should be recognised when:

- The achievement could not reasonably have been delivered by a single person
- The impact arose from joint effort, shared expertise, or coordinated delivery
- The work spanned multiple functions or departments
- The team collectively delivered outcomes beyond the usual expectations of their roles
- The success relied on effective collaboration, communication, and shared responsibility

Team awards are always made as one-off payments, as the nature of collaborative contribution does not lend itself to sustained individual remuneration. However, the amount recommended for each individual does not have to be identical. Managers may differentiate award amounts within a team where the evidence shows that individual contributions varied in scale, impact, or responsibility.

When assessing team contribution, managers should consider:

- The specific role each team member played in the achievement
- The extent to which individuals went beyond their normal responsibilities
- Evidence from ARC discussions, one-to-ones, and colleague feedback
- Leadership, initiative, or problem-solving demonstrated within the team
- The balance between joint effort and individual ownership of key elements

This helps ensure that collaborative achievements are recognised without losing sight of individual contributions where they meaningfully exceeded expectations.

Exclusions from Achievement Award Consideration

Achievement Awards should not be used to recognise work that reflects the normal expectations of the role, even when performed to a high standard. Achievement Awards are reserved for contributions that are clearly beyond the usual remit of the role and grade, demonstrate significant impact, and cannot be explained by strong or effective performance alone.

What should *not* be considered for an Achievement Award

- Consistently performing the role to a high standard (this is expected performance, not exceptional contribution)
- Delivering core duties reliably, meeting deadlines, maintaining accuracy, or managing workload effectively
- Exhibiting good professional behaviour, such as being helpful, positive, or collaborative — these are expected under Imperial Values
- Being a strong team player or maintaining good working relationships
- Staff supporting Employee Relations or HR processes as part of their normal responsibilities (e.g., chairing panels, managing ER cases, handling performance issues)
- Contributions that are part of the natural expectations of seniority, including providing guidance, oversight, or expertise
- Taking on additional tasks that remain within the normal remit of the role or are temporary but not high-impact
- General high performance without clear, evidenced impact that goes beyond what is typical for the grade
- Work that is important but routine, predictable, or required for business-as-usual service delivery
- Effort alone, without demonstrable outcomes or measurable contribution beyond grade expectations

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Equity

Equity is the process used to ensure that pay is consistent, fair, and balanced across all roles so that staff receive equal pay for work of equal value.

Alongside our internal benchmarking, we rigorously analyse pay data in order to eliminate any pay imbalances.

When a new role is created in Imperial, it is subject to the Korn Ferry Hay Job Evaluation Scheme to determine its appropriate grade and pay.

All Imperial managers are expected to apply equal treatment and fairness when making pay decisions. When reviewing individual salaries, this must be free from bias in relation to age, ethnic origin, gender, gender identity, gender reassignment, disability, religious belief, sexual orientation, marriage and civil partnership, and pregnancy or bias on any other grounds. Part-time staff, staff on family-friendly leave, and staff on fixed-term contracts must also be treated fairly and given equal consideration.

Managers whose responsibilities require them to make decisions on pay are required to attend the university's Recruitment and Selection training, Unconscious Bias training, reward briefings and to also work closely with the Head of People for their area.

Imperial is committed to ensuring that all staff understand the core requirements of their role and to ensure they have access to appropriate support and training to enable them to be effective within their role.

How is it reviewed?

The Equity Pay Review is designed to remedy any disparities that arise between roles of a similar profile.

The process is designed to objectively review each member of staff's salary in line with relevant internal benchmark information. This helps ensure parity between colleagues undertaking similar roles across Imperial.

As part of this process, diversity data (such as gender, ethnicity and disability) is also used to support the identification of potential inequalities and to ensure fair and equitable outcomes. Where necessary, limited information may be shared with a small group of senior leaders involved in pay decision-making boards. This is used solely to assess pay equity and is handled confidentially in line with data protection obligations. Further details on how your data is used can be found in Imperial's [Privacy Notice](#).

The Equity Pay Review criteria are:

- To address a significant misalignment of a member of staff's salary when compared to others within the organisation who have a similar role size and profile
- To address equal pay differentials

Managers should review the Pay Review Framework: Guidance for Managers document for more information. Managers are also required to confirm that they have considered every member of staff they manage.

Members of staff may request a meeting with their manager to discuss their salary and to explore how their salary relates to relevant benchmarks, however, members of staff are not permitted to request insight into other members of staff's salaries. Heads of People can provide support to managers with requests from staff on discussions on their salary.