
Remuneration & People Committee

Terms of Reference

Approved by the Board of Trustees on 25 March 2025

Constitution

1. The Board of Trustees ('the Board') of the British Council has established a Committee of the Board to be known as the Remuneration & People Committee ('the Committee'). This takes on some functions from the former Risk Committee.

Roles and Responsibilities

2. The Remuneration & People Committee is a sub-committee of the Board of Trustees of the British Council (hereafter called Board). The Committee supports the Board in its overall responsibility for oversight of the people strategy, setting the organisation's Remuneration Strategy, and approving objectives, performance, and remuneration for the CEO and senior leadership team members. It oversees the overall people strategy for the organisation, reviews the main risks and the plans to address. It also oversees performance and remuneration of the CEO and Senior Leadership Team, the overall remuneration policy, and succession planning for the top level of the organisation.
3. The Committee's responsibilities are:
 - a) Set and review annual performance measures for the Chief Executive and Senior Leadership Team (SLT)
 - b) Agree the annual performance ratings of the Chief Executive (prepared by the Chair of the Board) and of the SLT (prepared by the Chief Executive).
 - c) Determine the overall policy for remuneration and benefits, including performance related pay and bonus payments payable to the Chief Executive and SLT.
 - d) Review the annual pay award for UK contracted staff in line with remuneration criteria set out in the British Council Framework Agreement.
 - e) Advise and agree any proposals for changing the remuneration policy to ensure it is in line with the remuneration criteria set out in the Framework Agreement.
 - f) Review annually remuneration packages to staff that exceed £100,000 per annum.
 - g) Review succession planning and career planning for the top level of the organisation.
 - h) Have oversight of the overall people strategy and engage with key elements such as the gender pay gap report and staff survey.
 - i) Have ongoing oversight of the people aspects of transformation.

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- j) Oversee progress on the equality, diversity and inclusion agenda.
 - k) Monitor the effectiveness of risk management related to people and skills as described in the Principle Risk Register.
 - l) Monitor incidents reported through the Speak Up process and review the effectiveness of procedures and practice for managing and preventing such incidents.
 - m) Consider the impact of the work of the Committee on remuneration policy for the organisation as a whole and addressing any other matters referred to it by the Board.

Authority

- 4. The Committee has full authority to set the remuneration and benefits of the Chief Executive, including performance – related pay.
- 5. The Chief Executive’s pay will take account of public sector pay policy as set by the Senior Salaries Review Body (SSRB). The Committee has the authority to select internal and/or external benchmarks or systems to inform the setting of the chief Executive’s remuneration, benefits and performance pay and to obtain relevant external advice if it considers this necessary.
- 6. The committee must ensure that the remuneration of the Chief Executive and the Senior Leadership Team is set within the context of, and supports, the overall human resources and pay strategy of the British Council. It must also ensure that the remuneration takes account of public sector pay policy.
- 7. Where the Committee queries the assessment given by the Chief Executive in respect to members of the Senior Leadership Team, it may require additional evidence to be provided by the Chief Executive and/or the senior manager concerned. The senior manager has the right to refer any concerns they may have concerning their assessment to the Committee.

Membership and attendees

- 8. All Committee members shall be appointed by the Board of the British Council.
- 9. The Committee is chaired by the Deputy Chair.
- 10. It shall comprise at least four members, of which at least three members (including the Committee Chair) shall be trustees.
- 11. Committee members shall be selected such that the Committee as a whole has a broad range of skills and experience commensurate to its responsibilities.
- 12. Members will be independent of management and free from any factor which might interfere with the exercise of independent judgement.
- 13. Where possible, and without compromise to the balance of skills, the composition of the Committee should be diverse.

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14. The Committee Chair will invite the Chief Executive to attend meetings as appropriate.
 15. The Global People Director is expected to attend Committee meetings.
 16. The Secretary of the Committee shall be the Secretary to the Board.

Quorum and frequency of meetings

17. The quorum will be three members, at least two of whom must be a trustee.
18. The Committee will meet regularly and a minimum twice a year. The Chair may call an additional Committee at any time.
19. The Secretary shall take minutes of all Committee meetings.
20. Draft minutes shall be circulated promptly to the Chair for initial review prior to circulation as a draft to the Board. The minutes shall be submitted for approval at the next Committee meeting.
21. Once approved and signed the minutes shall be retained as part of the organisation's records.

Reporting

22. The Chair of the Committee [or in their absence another trustee member of the Committee] shall report to the Board at the next Board meeting.
23. The Committee shall formally report on its work to the board once a year.
24. The Committee shall support the Board's review of remuneration related disclosures in the annual report.
25. The Committee's effectiveness shall be considered as part of the externally facilitated board effectiveness review.
26. The Chair of the Committee has direct access to report to the Chair of the Board as required.

Review of these terms of reference

The Remuneration & People Committee will review its terms of reference annually and submit any proposed changes to the Board for approval.