

## Remuneration Committee

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| <b>Meeting Date</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 30 October 2025                                                                                                                                                                   |
| <b>Title</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Committee forward plan 2026                                                                                                                                                       |
| <b>Author</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Patricia Morrissey, Head of Governance                                                                                                                                            |
| <b>Executive Sponsor</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Claire Amor, Executive Director of Corporate Affairs                                                                                                                              |
| <b>Executive Summary</b><br><br><p>The Committee forward plan for 2026 has been developed to enable the effective conduct of the Committee's work. The proposed work programme may be subject to change given the potential for developments or changes in our external environment to impact on the work programme and the need to keep work under review to reflect priorities. The forward plan may also require changes to ensure alignment with the HCPC corporate strategy 2026-31 and corporate plan 2026-27, which are currently under development.</p> <p>The Committee is asked to consider the proposed forward plan and decide whether any changes need to be made.</p> |                                                                                                                                                                                   |
| <b>Action required</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | The Committee is asked to review the information provided and seek clarification on any areas.                                                                                    |
| <b>Previous consideration</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | None                                                                                                                                                                              |
| <b>Next steps</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | The Committee forward plan will be reviewed to ensure alignment with the HCPC corporate strategy 2026-31 and corporate plan 2026-27 once these have been approved by the Council. |
| <b>Financial and resource implications</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | None                                                                                                                                                                              |
| <b>Associated strategic priority/priorities</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Build a resilient, healthy, capable and sustainable organisation                                                                                                                  |
| <b>Associated strategic risk(s)</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 5.a The resources we require to achieve our strategy are not in place or are not sustainable                                                                                      |
| <b>Risk appetite</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | People - open                                                                                                                                                                     |

Item 10

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| <b>Communication and engagement</b>                                                   | Not applicable  |
| <b>Equality, diversity and inclusion (EDI) impact and Welsh language standards</b>    | None identified |
| <b>Other impact assessments</b>                                                       | Not applicable  |
| <b>Reason for consideration in the private session of the meeting (if applicable)</b> | Not applicable  |

## Remuneration Committee Forward Programme 2026

|                                                                                                                                          |              |                     |              |             | 26 February<br>Agenda items: 26 January<br>Papers: 14 February | 15 October<br>Agenda items: 17 September<br>Papers: 6 October |
|------------------------------------------------------------------------------------------------------------------------------------------|--------------|---------------------|--------------|-------------|----------------------------------------------------------------|---------------------------------------------------------------|
| ITEM                                                                                                                                     | EXEC SPONSOR | PRESENTER           | WHERE BEFORE | WHERE AFTER |                                                                |                                                               |
| <b>Opening Items</b>                                                                                                                     |              |                     |              |             |                                                                |                                                               |
| Approval of agenda                                                                                                                       | N/A          | Committee Chair     | N/A          | N/A         | X                                                              | X                                                             |
| Declaration of members' interests                                                                                                        | N/A          | Committee Chair     | N/A          | N/A         | X                                                              | X                                                             |
| Minutes of the previous meeting (public and private sessions)                                                                            | N/A          | Committee Secretary | N/A          | N/A         | X                                                              | X                                                             |
| Matters arising (public and private sessions)                                                                                            | N/A          | Committee Secretary | N/A          | N/A         | X                                                              | X                                                             |
| <b>Council and Committees</b>                                                                                                            |              |                     |              |             |                                                                |                                                               |
| Council and Committee member remuneration (as required)                                                                                  | CA           | Head of Governance  | ELT          | Council     | -                                                              | X                                                             |
| Council and Committee member remuneration policy and principles                                                                          | CA           | Head of Governance  | ELT          | Council     |                                                                | X                                                             |
| Chair appointment – remuneration considerations                                                                                          | CA           | Head of Governance  | N/A          | Council     | X                                                              |                                                               |
| Council and Committee members expenses policy (combined policy) (next due 2028 – earlier review as required following annual ELT review) | CA           | Head of Governance  | ELT          | N/A         |                                                                |                                                               |

## Remuneration Committee Forward Programme 2026

|                                                                                                                          |              |                                |              |                            | 26 February<br>Agenda items: 26 January<br>Papers: 14 February | 15 October<br>Agenda items: 17 September<br>Papers: 6 October |
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| ITEM                                                                                                                     | EXEC SPONSOR | PRESENTER                      | WHERE BEFORE | WHERE AFTER                |                                                                |                                                               |
| <b>Executive Leadership Team (ELT)</b>                                                                                   |              |                                |              |                            |                                                                |                                                               |
| Annual pay review for Chief Executive                                                                                    | Chair        | Head of HR and OD              | N/A          | Annual budget              | X<br>2026-27                                                   |                                                               |
| Chief Executive/ELT performance reviews                                                                                  | Chair/BOR    | Chair/Chief Executive          | N/A          | N/A                        |                                                                | X                                                             |
| Review of remuneration for ELT recruitment (as required)                                                                 | Chair/BOR    | Chair/Chief Executive          | N/A          | Advertising                | -                                                              | -                                                             |
| Special severance payments to ELT members (as required)                                                                  | Chair/BOR    | Chair/Chief Executive          | N/A          | Annual report and accounts | -                                                              | -                                                             |
| <b>Employees</b>                                                                                                         |              |                                |              |                            |                                                                |                                                               |
| Pay policy and principles                                                                                                | AB           | Head of HR and OD              | ELT          | Council                    |                                                                | X                                                             |
| Annual pay review                                                                                                        | AB           | Head of HR and OD              | ELT          | N/A                        | X<br>2026-27                                                   | X<br>2027-28                                                  |
| HCPC pay award framework                                                                                                 | AB           | Head of HR and OD              | ELT          | N/A                        | X (included in annual pay review)                              |                                                               |
| Expenses policy for employees (combined policy) (next due 2028 – earlier review as required following annual ELT review) | AB           | Head of Finance and Commercial | ELT          | N/A                        |                                                                |                                                               |
| Special severance payments to employees, contractors and others (as required)                                            | AB           | Head of HR and OD              | ELT          | N/A                        | -                                                              | -                                                             |
| <b>Partners</b>                                                                                                          |              |                                |              |                            |                                                                |                                                               |
| Partner remuneration policy and                                                                                          | CA           | Partner Project Lead           | ELT          | Council                    |                                                                | X                                                             |

## Remuneration Committee Forward Programme 2026

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| ITEM                                                                                                                | EXEC SPONSOR | PRESENTER            | WHERE BEFORE | WHERE AFTER |                                                                |                                                               |
| principles                                                                                                          |              |                      |              |             |                                                                |                                                               |
| Partner remuneration                                                                                                | CA           | Partner Project Lead | ELT          | Council     |                                                                | X                                                             |
| Partners expenses policy (combined policy) (next due 2028 – earlier review as required following annual ELT review) | CA           | Partner Project Lead | ELT          | N/A         |                                                                |                                                               |
| Special severance payments to partners (as required)                                                                | CA/AB        | Partner Project Lead | ELT          | N/A         | -                                                              | -                                                             |
| <b>Governance</b>                                                                                                   |              |                      |              |             |                                                                |                                                               |
| Committee forward plan                                                                                              | CA           | Committee Secretary  | N/A          | N/A         | X                                                              | X                                                             |
| Review of Committee effectiveness/standing orders                                                                   | CA           | Committee Chair      | N/A          | N/A         |                                                                | X                                                             |
| <b>Closing items</b>                                                                                                |              |                      |              |             |                                                                |                                                               |
| Committee reflection                                                                                                | N/A          | Committee Chair      | N/A          | N/A         | X                                                              | X                                                             |
| Date/time of next meeting                                                                                           | N/A          | Committee Chair      | N/A          | N/A         | X                                                              | X                                                             |
| Resolution to move meeting to private session (as required)                                                         | N/A          | Committee Chair      | N/A          | N/A         | X                                                              | X                                                             |