



REMUNERATION COMMITTEE

25 May 2021

Minute

Present: Caroline Gardner, Convener
Alan Johnston, Co-opted Member
Doreen Davidson, General Council Assessor
Janet Legrand, Senior Lay Member
Claire Phillips, Senatus Assessor
Ellen MacRae, President, EUSA

In attendance: Peter Mathieson, Principal and Vice-Chancellor
Sarah Smith, Vice Principal Strategic Change and Governance and University Secretary
James Saville, Director of Human Resources
Linda Criggie, Deputy Director HR – Employee Relations, Employment Policy, Equality & Diversity and Reward
Sheila Jardine, Senior HR Partner – Reward & Recognition
Clare Struthers – Executive Officer, HR (minutes)

1 Welcome

The Convener welcomed all attendees to the meeting. Congratulations were extended to the EUSA President on their re-election for a second term and welcomed continuity for the Committee.

No conflicts of interest were declared.

2 Minutes of meeting of 8 March 2021

The minutes were approved as a true record of the meeting.

3 Matters arising from meeting of 8 March 2021

a) Shared Equity Scheme

The Director of HR confirmed all members had been advised of the changes to the Scheme and of the personal tax liability which would arise in tax year 2020/21 and in future years.

b) Recording of completed actions

The Committee noted and approved the proposal from the Senior HR Partner to simplify the recording of completed actions.

4 Action log update

There were no comments from the Committee other than those noted above.

SUBSTANTIVE ITEMS

5 2021 Equal Pay Audit

The Deputy Director HR - Employee Relations, Employment Policy, Equality & Diversity and Reward spoke to the paper, which summarised the University's recently published biennial (all staff) Equal Pay Report and Statement.

The paper was noted, and the Committee commented on the progress made in closing the University's overall gender pay gap.

The following areas were discussed:

- how the University might encourage staff to disclose their protected disability and ethnicity characteristics;
- The extent to which there are significant gender pay gaps in the Grade 6 and below population;
- The implications of externally set pay scales i.e. by the NHS, on the gender pay gap.

The Committee would welcome further analysis of these factors at future meetings and welcomed the University's decision to produce Equal Pay reports for all Colleges and Professional Services Groups, from which both local and university-wide action plans would be developed. The Committee thanked the Deputy Director for the content and quality of the paper.

6 Reward Review for Grade 10 Staff

The Director of HR spoke to the paper, which provided an update on recent deliberations by the University's Senior Leadership Team regarding a proposed review of University pay structures.

The Committee noted the paper, and commented on the possible scope and timing of a review of the remuneration of grade 10 staff. It concluded that this should not be launched at this stage given, amongst other things, the potential impact on staff morale at this challenging time but that more work should be done to better inform options for the future. In particular, the Committee requested further comparative information and insights from other Russell Group universities to further inform its decision making on the future structure of senior pay.

7 Committee of University Chairs (CUC) HE Senior Staff Remuneration Code

The Senior HR Partner spoke to the paper, which set out the findings of AdvanceHE's review of the Code and assessed University and Remuneration Committee practices against these findings.

The Committee noted that the review findings were positive and had confirmed that the Code remains fit for purpose. The review made three recommendations, two of which the Committee agreed were appropriately covered by existing mechanisms.

- i) Readily accessible published [Annual Report and Accounts](#) are fully compliant with the code in order to support transparency – this is easily accessible on the University website

- ii) Ensure it is the case and obvious that the Head of Institution is not a member of the Remuneration Committee nor attends discussions regarding their own pay and reward – the University web page detailing the [Principal's remuneration](#) makes it clear that they are not a member of the Committee. The Principal's pay is discussed at a separate meeting of the Committee which they do not attend and which is minuted separately.

With regard to the third recommendation to 'conduct a self-assessment against the code in the near future and regularly as part of ongoing approach to governance effectiveness', the Committee agreed that self-assessment would take place regularly and the outcome reported in the Convener's annual report to Court.

8 Reflections from outgoing Committee members

The Convener invited Doreen Davidson and Alan Johnston, whose term on the Committee would end on 31st July 2021, to share reflections of their time as members. All accorded their thanks for their commitment and service to the Committee.

9 Any other business

There was no other business.

10 Date of next meeting

The date of the next meeting was confirmed as 17th September 2021.

[Note: Claire Phillips and Ellen MacRae left the meeting]

ROUTINE ITEMS

11 Update of electronic decisions

The Committee noted from the paper, presented by the Senior HR Partner, that there had been one appointment salary approved electronically by the Committee and three out of cycle salary increases approved by the Principal since the January 2021 meeting.