



REMUNERATION COMMITTEE

26 January 2021

Minute

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

**In attendance:** Peter Mathieson, The 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

**1 Welcome**

The Chair welcomed all attendees and outlined the format of the meeting.

**2 Minutes of meeting of 23 September 2020**

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

**3 Matters arising from meeting of 23 September 2020**

The Director of HR advised the Committee of the request from the Finance Director for endorsement of the proposal for the Shared Equity Scheme ahead of the start of the new tax year in April 2021.

**Action: the Convener and Director of HR will discuss how best to secure the Committee's endorsement.**

**4 Action log**

The Director of HR advised that the action log had been reinstated at the Convener's request and that consideration was still being given as to how best to present and record completed actions.

**Action: Proposals to be presented regarding the recording of completed actions.**

**SUBSTANTIVE ITEMS**

**5 Remuneration Committee 2021 Meeting Cycle and Focus**

The Director of HR spoke to the paper, noting it was in response to a request from the Committee regarding the need for an additional meeting in the annual schedule and

that Committee members have at varying times intimated the desire for a meeting devoid of 'operational' matters, enabling strategic level discussion on senior pay.

There was discussion about the topics which would be of most value to the Committee in fulfilling its remit and May 2021 being an optimal time for a meeting given that two Committee members will be ending their term of service, and the incoming EUSA President will take up their post at the end of the academic year.

**Action: An additional meeting in May 2021 was agreed; Convener and Director of HR will discuss and develop agenda items.**

## **6 Grade 10 and Equivalent Staff Equal Pay Audit 2020**

The Director of HR spoke to the paper, noting the inclusion of more tabular data for the convenience of detecting trends. Whilst it was acknowledged that progress to reduce the gender pay gap had been made, it has not been fast enough and more work requires to be done.

The Committee asked for details of actions taken to help lessen the pay gap and asked whether the growth in the Grade 10 population is disproportionate to that in other grades.

**Action: Additional information and analysis to be presented at the May meeting.**

## **7 Grade 10 Professorial and Senior Staff Contribution Reward 2021**

The Director of HR spoke to the paper, noting that contribution reward has been paused for staff at all grades for one year, including Grade 10 and other senior staff. It was noted that although pausing for one year only, the non-payment of discretionary contribution increments in August 2021 would contribute to future year savings.

The Director of HR confirmed that there would be annual incremental progression in August 2021 for those staff eligible.

The Committee were also apprised of other non-financial initiatives to reward staff in light of the extraordinary efforts made during the pandemic, including additional respite time at Easter and over Christmas 2020 with the possibility of further respite days in 2021; furlough and flexi-furlough for staff with caring responsibilities; and a concerted effort to improve staff well-being via encouraging meeting free Fridays and other similar initiatives.

## **8 Succession Planning**

The paper and the approach being made with a focus on performance, behaviours and competences was welcomed by the Committee. There was discussion regarding the roll out and use of the Behaviours Charter with the Director of HR advising that updates would be given at appropriate future opportunities.

## **ROUTINE ITEMS**

### **9 Three-Year Analysis and Update of Electronic Decisions**

The Senior HR Partner, Reward spoke to the paper, noting that there had been no out-of-cycle requests since the September 2020 meeting; lower requests in 2020 relative to previous years was thought to be primarily due to the uncertain job market caused by the pandemic.

There was discussion on whether the University could identify staff who are potentially a “flight risk” and pre-empt their resignation. While some steps could be taken, this remained a challenge given the competitive external landscape.

### **10 Any Other Business**

There was no other business.

### **11 Date of Next Meeting**

The date of the next meeting was confirmed as 25<sup>th</sup> May 2021.

*[Secretary's note: Claire Phillips, Ellen MacRae and Sarah Smith left the meeting]*

### **12 Principal's Pay Recommendations for Senior Management Team**

The Principal emphasised the individual and collective efforts and contributions of the senior leadership team and wider management team over the last 12 months.

After discussion, and recognising that the six-month salary reduction volunteered by the senior leadership team would end on 31 January 2021, the Committee agreed the Principal's recommendation that, in line with the approach approved by Court, there be zero pay increases for the senior team in line with all other university staff.

**Action: The Principal to write to each SMT member to thank them for their contribution and to confirm there would be a zero pay increase.**