



REMUNERATION COMMITTEE

15 September 2025

Minute

Present: Hugh Mitchell, Convener (Part)
Janet Legrand, Senior Lay Member
Douglas Millican, Co-opted Member
Ash Scholz, President EUSA

In attendance: Peter Mathieson, Principal and Vice-Chancellor (Part)
Leigh Chalmers, Vice-Principal and University Secretary
Denise Nesbitt, Director of HR Organisation Development
Sheila Jardine, Senior HR Partner - Reward
Shona Blair, Head of Global & Direct Tax (for Agenda Item 5 only)

Apologies: James Saville, Director of Human Resources
Toby Kelly, Academic Staff Member

1	Welcome
	Due to travel delays, the Convener was not present at the beginning of the meeting and therefore the co-opted member Douglas Millican welcomed all attendees and convened the meeting until his arrival. No conflicts of interest were declared.
2	Minutes of meeting of 19 May 2025
	The minutes were formally approved by the Committee as a true record of the meeting.
3	Matters arising from meeting of 19 May 2025
	No other matters were raised by committee members.
4	Action Log Update
	No comments were raised by the committee members.

SUBSTANTIVE ITEMS

5	Shared Equity Scheme Annual Report
	The committee welcomed a summary, provided by the Head of Global & Direct Tax, of the membership and return on investment throughout the past year. The committee expressed their thanks for the summary update and are happy the scheme continues to be an effective recruitment tool. In the next annual report, the

	committee requested to see recommendations on the longevity of the scheme. The Convener thanked the Head of Global & Direct Tax for their paper.
6	Subsidiaries Annual Report
	The Director of HR Organisation Development presented an annual governance summary of Reward activities in the subsidiaries. She confirmed that James Saville, Director Human Resources now attends the Subsidiary Oversight Group. The committee felt that they are in a better oversight position now and, through the memorandum of agreement, will continue to check our compliance with policy.
7	Remuneration Committee Audit – Actions Update
	The Senior Partner HR Reward presented an update on actions taken following the recent audit of Remuneration Committee. The committee members were in agreement with the actions taken in response to audit findings. Actions included better guidance and controls in place for salary approvals of Grade 10 staff, more contextual information to be provided in cases made for out of cycle retention increases and a further proposal to come on how the committee can self-assess their effectiveness. The committee requested a 6 month check point to ensure any changes made are effective.
8	Outcomes of 2025 Grade10 Academic Promotions
	The Senior Partner HR Reward provided an update on the outcomes following completion of the 2025 annual Central Academic Promotion round. A review of the central academic promotion process is currently in progress. Discussion was held on the implementation of a cap on numbers of staff promoted to grade UE10 this year, the continuation of this cap and the need for clearer communication following announcement of a pause in promotions for 2025/26. This decision and action will be managed through the Staff Workstream, which is overseen by the University Initiatives Portfolio Board (UIPB).
9	Senior Leadership Team Remuneration
	The Director of HR Organisation Development spoke to the paper proposing the approach the Principal will take in reviewing the salaries of the senior leadership team in January 2026. The committee agreed that the same principles should be applied as to other university staff, therefore no additional pay element recognising individual contribution will be awarded for 2025/26. The committee agreed to the approach which will be presented to Court on 6th October 2025.

ROUTINE ITEMS

10	Any Other Business
	None raised

11	Date of next meeting
	The date of the next meeting was confirmed as 26 January 2026.

[Ash Sholtz left the meeting]

Individual Salary Proposals

12	Out of Cycle - Electronic Decisions since May 2025 Meeting
	The Senior HR Partner Reward spoke to the paper, noting the Committee had electronically considered and approved four senior appointment salaries. One out-of-cycle salary increase case came forward for approval by the committee in the period since the May meeting. There were no appointment salaries or out of cycle salary increases approved by the Principal. Separately, one settlement was approved electronically by the convener of the committee.

[Leigh Chalmers left the meeting]

13	Closed Paper – Out of Cycle Salary Increase
	One out-of-cycle salary increase was presented by the Principal and approved by committee members during the meeting.