



REMUNERATION COMMITTEE

26 January 2026, Meeting One

Minute

Present: Hugh Mitchell, Convener
Janet Legrand, Senior Lay Member
Douglas Millican, Co-opted Member
Toby Kelly, Academic Staff Member
Ash Scholz, EUSA President

In attendance: Peter Mathieson, Principal and Vice-Chancellor
Leigh Chalmers, Vice-Principal and University Secretary
James Saville, Director of Human Resources (HR)
Sheila Jardine, Senior HR Partner, Reward & Recognition

Table with 2 columns: Item number and Description. Items include Welcome, Minutes of meeting of 15 September 2025, Matters arising from meeting of 15 September 2025, and Action Log update and Annual Meeting Cycle.

SUBSTANTIVE ITEMS

Table with 2 columns: Item number and Description. Item 5: Grade 10 and Equivalent Staff Equal Pay Audit 2025. Description details the audit findings regarding gender pay gap, ethnicity pay gap, and disability disclosure rates.

	increased from 3% to 4%, it is noted that these pay gaps are not robust as 73% of the population have not provided this information. The committee noted the need to continue to do more on improving these disclosure rates to be able to draw more meaningful conclusions.
<b>6</b>	<b>Remuneration Committee Self-Effectiveness Review</b>
	The VP & University Secretary provided a verbal update following earlier discussion at Governance & Nominations Committee where they recommended that a singular approach be taken across all university committees. Remuneration Committee members supported this approach, which will be further refined by Nominations Committee and taken to Court for approval.
<b>7</b>	<b>Three Year Analysis of Electronic Decisions</b>
	The Senior HR Partner, Reward noted the Committee had received three requests to consider salaries for senior appointments since the September 2025 meeting and the Principal had received two. Over the past 3 years the committee had considered and approved twenty-five appointment salaries and fourteen out of cycle salary requests aiding retention of key staff. Twenty appointment salaries and fourteen out of cycle increases were also approved by the Principal over the 3 year period. The Committee were pleased to see the effectiveness of improved governance control with salary approval requests. They were pleased to note that the salaries awarded had enabled the University to secure and retain key skills and talent. The Committee discussed the skewed effect the retrospective approvals agreed at the last meeting had on the figures and recommended spreading these across appropriate years, with an explanatory footnote.

## ROUTINE ITEMS

<b>8</b>	<b>Other Remuneration Matters</b>
	None raised
<b>9</b>	<b>Any Other Business</b>
	None raised
<b>10</b>	<b>Date of next meeting</b>
	The date of the next meeting was confirmed as 18 May 2026.

*[Toby Kelly and Ash Scholz left the meeting]*

## Individual Salary Proposals

	<i>[At the request of the Remuneration Committee Convener, Leigh Chalmers, &amp; Sheila Jardine left the meeting to allow a discussion on the SLT pay proposals proposed by the Principal.]</i>

	<p>The Convenor and the HRD outlined to the group the main points of a meeting held with Toby Kelly and Ash Scholz to seek their input to the discussion about pay increases for the SLT and the Principal. It had been a valuable exercise, had allowed for a good exploration of the complexities of the exercise, and the Convenor had committed to feeding back to them RemCom’s decision. It was proposed to make this an annual part of the process, which RemCom endorsed.</p> <p>The Principal outlined his thinking and proposals.</p> <p>RemCom agreed that in light of the cancellation of Contribution Awards for the organisation, it would be inappropriate to consider increases over and above any basic award for SLT. RemCom supported the view that, for this year, no SLT members were in need of salary adjustments as a result of specific market positioning or protected characteristics and that it was not necessary to consider differentiated awards.</p> <p>RemCom considered the impact of any payment or non payment on individuals, on the collective leadership, and in a wider context.</p> <p>RemCom supported the Principal’s suggestion that for the next review cycle, it should be made clear to SLT that there would be a much closer link between any salary proposals and the overall performance of the organisation, and that this should be discussed with SLT in the next few weeks.</p>
	<p><b>Closed Paper</b></p>
<p><b>11</b></p>	<p><b>Principal’s Pay Recommendations for Senior Management Team</b></p>
	<p>In-line with the principles approved by Court in October 2025, a proposal to increase pay in line with the JNCHES cost of living increase for 2025 of 1.4% was approved.</p>