

MEETING OF THE REMUNERATION COMMITTEE

Wednesday 6th October 2021 – 10:00-13:00

Meeting held via Zoom

MINUTES

Present: Mohammed Saddiq (Chair), Jessica Cecil (Lay member of the Board of Trustees), Linda Fletcher (Lay member of the Board of Trustees), Andrew Poolman (University Treasurer and lay member of the Board of Trustees),

In attendance: Claire Buchanan (Chief People Officer), Hannah Quinn (Head of Governance), Hugh Brady (Vice-Chancellor, part-meeting), Lucinda Parr (Registrar & University Secretary, part-meeting), Robert Kerse (Chief Operating Officer, part-meeting) and Judith Squires (DVC & Provost, part-meeting).

Apologies: Jack Boyer (Chair of the Board of Trustees)

1 WELCOMES, APOLOGIES AND ANNOUNCEMENTS

1.1 The Chair welcomed members to the meeting.

2 DECLARATIONS OF INTEREST

2.1 There were no new declarations of interest.

3 MINUTES OF PREVIOUS MEETING

3.1 The minutes were APPROVED as a fair and accurate record of the meeting of 07 April 2021 subject to minor amendments.

3.2 NOTED that the authority delegated to the Chair of the Committee had not been exercised as conditions had not been met.

4 ACTIONS & MATTERS ARISING

4.1 The Chair noted progress on each item.

5 REMUNERATION COMMITTEE TERMS OF REFERENCE (reference REMC/21-22/001)

5.1 The Chair introduced the item.

5.2 APPROVED the Terms of Reference attached at Appendix 1, subject to the following changes, which would be presented to the Board in November

5.2.1 Update references to Equality, Diversity & Inclusion (from Equality & Diversity) in 3.1.5

6 CHAIR'S REPORT (reference REMC/21-22/002)

6.1 The Chair introduced the item.

6.2 NOTED appointment and initial performance of Agnes Nairn as Interim Global Academic Lead, and the recent appointments of Associate Pro Vice-Chancellors to support the Pro Vice-Chancellor for Research & Enterprise.

6.3 NOTED that a UCU ballot in relation to pay and pensions would open on the 10 October.

6.4 NOTED the update on Non-Disclosure Agreements for 2020/21 and the overview of staff earning over £150,000.

7 PERFORMANCE REVIEW AND SALARY RECOMMENDATIONS (reference REMC/21-22/003)

7.1 The Chair introduced the item.

7.2 DISCUSSED the performance of the Remuneration Committee remit group for 2020/21 and NOTED the market data.

7.3 **[REDACTED: Confidential personal information]**

7.4 **[REDACTED: May prejudice commercial interests]**. DISCUSSED the issues of recruitment and retention supplements when considering sector data. AGREED to consider further at the next meeting of the Committee

ACTION: Chief People Officer

7.5 NOTED the NHS pay award of 3% which would apply to clinical academics.

7.6 DISCUSSED the link between performance and salary and the annual Staff Review process of evaluating performance against objectives which informs the recommendations made to the Committee.

7.7 **[REDACTED: Confidential personal information]**

7.8 **[REDACTED: Confidential personal information]**

7.9 **[REDACTED: Confidential personal information]**

7.10 The Vice-Chancellor left the meeting. The Chair of the Committee presented the recommendations in relation to the Vice-Chancellor, on behalf of the Chair of the Board. The Chair of the Board had met with the Vice-Chancellor to discuss performance and objectives.

7.11 AGREED salary recommendations for 2021/22 **[REDACTED: Confidential personal information]**

8 TALENT MANAGEMENT AND SUCCESSION PLANNING (reference REMC/21-22/004)

8.1 The Chief People Officer introduced the paper. The Vice-Chancellor was in attendance for this item.

8.2 The following points were NOTED:

8.2.1 The progress made in succession planning, including success in internal appointments and the development of diverse shortlists

8.2.2 Leadership development support, particularly for female candidates, and the establishment of Associate Professorships to diversify the professorial pipeline. There was confidence in the bench strength in academic leadership, which had been further supported by the increase in Associate Pro Vice-Chancellor roles.

8.2.3 The progress made in relation to Professional Services recruitment and skills development.

8.3 The following points were DISCUSSED:

8.3.1 How the impact of policy changes could be measured. The Vice-Chancellor confirmed the shift in gender balance in Heads of Schools since the policy change in 2016, but noted that more work was required in relation to racial diversity which was

an issue across the sector. Key initiatives included the Elevate leadership training, Vice-Chancellors Fellowship Scheme and Black PhD scholarships.

8.3.2 The importance of building a diverse pipeline of staff from the bottom up.

8.4 AGREED to revisit succession planning as an annual standing item.

9 REVIEW OF PAY IN LIEU OF PENSIONS (reference **REMC/21-22/005**)

9.1 The Chair introduced the item.

9.2 NOTED that this was an annual review of the scheme, which was closed to new members. **[REDACTED: May prejudice commercial interests]**

9.3 DISCUSSED the potential need to recalculate contributions in light of USS pension changes.

9.4 AGREED the PILOP scheme for existing members for a further year.

10 REVIEW OF RECRUITMENT & RETENTION SUPPLEMENTS (reference **REMC/21-22/006**)

10.1 The Chief People Officer introduced the paper, which reviewed the use of recruitment and retention supplements.

10.2 The following points were NOTED:

10.2.1 That two types of supplements were being used; the RR1 which was based on market data and reviewed periodically against competitors, and the RR2 which was used to reflect the personal worth of exceptional candidates.

10.2.2 **[REDACTED: May prejudice commercial interests]**

10.2.3 The restrictions of the national pay scales, and that only Imperial had moved to local pay bargaining, but had still been subject to industrial action.

10.2.4 The recommendation to retain these supplements, subject to clear performance indicators being measured and reviewed.

10.3 The following points were DISCUSSED

10.3.1 That there were examples of supplements being removed when objectives had not been met.

10.3.2 The arrangements for performance management of academics, and the annual staff review process

10.3.3 That all supplements were pensionable and subject to cost-of-living increases

10.3.4 That it was possible to consider limited data from other institutions

10.3.5 The importance of transparency in reporting supplements

11 DRAFT REMUNERATION COMMITTEE ANNUAL REPORT (reference **REMC/21-22/007**)

11.1 The Chair introduced the item.

11.2 REVIEWED the draft Remuneration Committee Report to the Board.

11.3 The following points were DISCUSSED:

11.3.1 That reference to lay members should be updated to Independent Trustees

11.3.2 That mention should be made to the review of the CUC code

11.4 APPROVED the report subject to minor changes

12 EQUALITY, DIVERSITY AND INCLUSION

12.1 The Chair noted the relevant items.

13 COMMUNICATION AND CONSULTATION

13.1 Colleagues in HR would prepare the communication of pay decisions to the remit group

13.2 [REDACTED: Confidential personal information]

14 ANY OTHER BUSINESS

14.1 DISCUSSED notice periods for the remit group, [REDACTED: May prejudice commercial interests]