



Remuneration Committee Report

Outcome requested:	Council is asked to consider a summary of the Remuneration Committee meeting held on 15 March 2022
Executive Summary:	The Committee considered: <ul style="list-style-type: none"> the draft Gender and Ethnic Pay Gaps Report and action plan for 2021; an update on the development of total reward statements for all staff; a gap analysis showing how the Committee's policies and practices align with the revised HE Senior Staff Remuneration Code.
QMUL Strategy	Effective governance and leadership support the achievement of all strategic aims
Internal/External regulatory/statutory reference points:	Charter and Ordinances HE Senior Staff Remuneration Code OfS Regulatory Framework for Higher Education
Strategic Risks:	Reputation and compliance
Equality Impact Assessment:	The Gender and Ethnic Pay Gaps Report considers progress towards the Strategy KPI on increasing staff diversity and inclusion, and the gap analysis in relation to the HE Senior Staff Remuneration Code describes how the Committee uses internal and external benchmark data to ensure equitable pay
Subject to prior and onward consideration by:	The summary is for consideration by Council only
Confidential paper under FOIA/DPA	No
Timing:	Regular report
Author:	Jonathan Morgan, Chief Governance Officer and University Secretary
Date:	23 March 2022
External sponsor:	Melissa Tatton, Vice-Chair of Council

REMUNERATION COMMITTEE
15 March 2022

Executive Summary

1. We welcomed Ken Batty and Isabelle Jenkins to the Committee, as well as Adi Sawalha, who will be attending on a more regular basis. Jan Juillerat from Advance HE was observing as part of the wider review of governance effectiveness.
2. Sheila Gupta, Vice-Principal (People, Culture and Inclusion), presented the draft Gender and Ethnic Pay Gaps Report for 2021. The final report will be shared with Council in due course. This year, the bonus gap data are based on NHS Clinical Excellence Awards alone, as the University's decision to delay the launch of its own bonus schemes in the first year of the coronavirus pandemic meant that the awards fell outside the statutory reporting period. Queen Mary took the decisive step that year of levelling all bonus payments. The report would therefore have presented a much more favourable position if data from our schemes could have been included. It is worth noting that the NHS has acted more recently to address bonus gaps.
3. We heard that consideration is being given to diversity across groups that are typically reported together as 'BAME'. A disaggregated analysis of the data has been completed and the results will be socialised internally before a decision is taken on what to include in future reports. The Race Equality Action Group is also working with the University community to develop a guide, intended for internal use, on the use of language in relation to race. It may remain a pragmatic approach to continue using labels such as 'BAME' externally. We highlighted the importance of celebrating progress towards the Strategy KPI of increasing staff diversity and inclusion, especially considering the significant level of ambition in the target for 2030. We were told that the key to this is to establish a rigorous foundation of data to inform priorities and actions.
4. Louise Lester, Director of Human Resources, presented an update on the development of total reward statements in response to our previous question about how total reward is communicated in a context of increases to pension contributions and industrial action over pay and benefits. We were pleased to see a distinctive emphasis on values, culture and inclusion in the draft statements shared with the Committee. These will be road tested with internal audiences in the coming months, offering an opportunity to test how the statements align with perceptions among members of staff. Comparisons will also be made with approaches being developed at other Russell Group universities.
5. We considered a gap analysis showing how our current policies and practices align with the revised HE Senior Staff Remuneration Code. This shows that we already comply with the revised Code and highlights opportunities to develop practice in a few areas. In the next issue of the Remuneration Annual Report, for example, we will include a list of roles comprising the Senior Executive Team, a general statement on the role of SET, and some further detail on our choice of comparator institutions for benchmark purposes. We will recommend to Governance Committee a small change to our terms of reference clarifying our role in the approval of retained external income for the President and Principal and other members of the Senior Executive Team.