

REMUNERATION COMMITTEE

Executive summary of the meeting held on Wednesday 11 May 2022

1. The Committee considered a report from the Director of HR, including updates on pay, the gender pay gap, employment market pressures and staff turnover; and recommendations in relation to the Senior Pay Review.

Pay

The Committee observed that rapidly increasing rates of inflation were a cause for concern, with potential consequences for industrial relations. The HR Director reported that a final offer from UCEA [REDACTED] was under consideration by the Trade Unions, and discussions were likely to continue. In the meantime, the University was exploring a range of ways to support staff [REDACTED] within the [REDACTED] provision set out in the University's financial plan [REDACTED]. The Committee agreed that additional support should be targeted at lower paid staff.

Gender Pay Gap

- (a) The Committee commended the decrease in the University's mean and median gender pay gap for 2021 and acknowledged the contribution of the academic promotions process, although it observed that significant reduction of the gap would be a lengthy process. There was a need to look at how staff turnover might be aligned with the desired shifts in gender pay gap [REDACTED].
- (b) The HR Director reported proposals for a dedicated pay gap steering group, to take over responsibility for this area from the Athena Swan Steering Group. Its remit would cover non-academic as well as academic staff, and extend to ethnicity and disability as well as gender.
- (c) The Committee requested a paper setting out the broader context informing EDI-related pay gaps, with proposals for addressing these including a putative timescale, for onward consideration by Council.
- (d) [REDACTED]

Employment Market Pressures and Staff Turnover

- (a) The Committee noted that, owing to the increase in hybrid working, the employment market had become more fluid. Proactive measures had been adopted [REDACTED] in order to address identified recruitment and retention issues. Other non-pay initiatives were also discussed to ensure retention.
- (b) The Committee noted that staff turnover at York was healthy and comparable with other UK HEIs. It requested sight of the staff turnover data disaggregated into subcategories such as voluntary and non-voluntary leavers.

Senior Pay Recommendations

- (a) The Committee noted that recommendations on Senior Pay for 2022 proposed a return to pay awards differentiated by performance, following a pay freeze in 2020 and a blanket pay award in 2021. The University's 5 year plan included provision for the associated spend, in the context of the anticipated award for grades 1-8.

The Committee resolved to approve:

- **the principle of a pay award for Senior Staff in 2022, differentiated based on performance rating;**
 - **the principle of a pay award for Senior Post-Holders aligned to individual performance;**
 - **the principle that, for both Senior Staff and Senior Post-Holders, the overall pay pot is no greater than the National Pay Award [REDACTED] plus the spend on incremental pay for Framework staff [REDACTED].**
- (b) The Committee requested details of the PDR process for the Committee's next meeting, for the benefit of newer members. Given that two years had passed since pay awards were last determined for Senior Staff based on performance, it would also be helpful to remind these staff of the process and the expectations against which they were assessed.

(c) [REDACTED]
[REDACTED]

Academic promotions

The Committee noted that a review of the Academic Promotions Criteria had commenced, with the aim of having revised criteria in place for the Academic Promotions round Autumn 2023. The review would link across to the Transformational Initiative regarding the development of links with industry and address recognition of this within the promotions process. The Committee further noted the recent initiative of the European Commission to require universities in member states to broaden their criteria for academic advancement. Though not directly applicable to the UK, this might be informative by way of context.

2. The Committee **noted** governance reports as follows:
- Remuneration decisions for individuals earning £100k+ (October 2021 - April 2022); and
 - University severance payments (1 August 2021 - 30 April 2022), noting that these had now returned to usual levels following conclusion of the voluntary severance programme.
- Regarding remuneration decisions for individuals earning £100k+, the Committee **noted** that there would be an opportunity to look at issues of parity across the full cohort as part of the September payround.
3. The Committee **noted** a review of the updated CUC HE Senior Remuneration Code (November 2021), including key changes as follows:
- An emphasis on the principle of 'Fair Work'. The University was well positioned in this respect (e.g. through its recent accreditation as a Living Wage employer) but would continue to monitor and consider opportunities to address inequalities.
 - Acknowledgement of the increasing prevalence of including staff and student members on HE remuneration committees with a view to aiding transparency. This approach had previously been considered by the Committee and the decision taken not to adopt it at York at the current time. The Committee **observed** that whilst the University was not currently

under pressure to change its position, there was a need to keep this under review given trends within the sector.

Philip Carpenter, Chair of University Remuneration Committee

17 May 2022