



UK | DUBAI | MALAYSIA

GLOBAL PEOPLE AND CULTURE COMMITTEE TERMS OF REFERENCE

1. Constitution and Purpose

- 1.1 In accordance with Statute 4, (paragraph 6a), the Court, which is the employing authority for all staff of the University, has established a Global People and Culture Committee. The Court has separately established a Remuneration Committee.
- 1.2 The purpose of the Committee is to support and advise on the development and implementation of the University's people strategy, ensuring that appropriate policies are in place to support delivery of the strategy, and promoting a culture of belonging for its people and best practice in equality, diversity and inclusivity. The Committee advises the Court on all people strategy and human resources matters.

2. Remit

- 2.1 The Court delegates authority to the Global People and Culture Committee as follows:

People Strategy

- a) To provide oversight, proactive advice and guidance on the development and implementation of the University's People Strategy, which is designed to support delivery of the University's strategy, goals and objectives.
- b) To provide oversight and monitor performance relative to the People Strategy and the management of our human resources, based on benchmarking and other performance data provided by the University Executive and HR Directorate.

2.2 Strategic Workforce Planning

- a) To receive and approve the Strategic Workforce Plan and Annual Workforce Plan.
- b) To provide oversight, advice and guidance on the development of a Strategic Workforce Plan, taking a collaborative and proactive approach in order to support the University Executive in the development of this work which will consider the context, risk profile and drivers relevant to the University's success.
- c) To provide oversight and advice on the approaches which underpin best practice in strategic workforce planning, and which will be achieved through the design, development, and delivery by the University Executive of aligned strategies that:
 - **Map the Employee Journey:** ensuring we continuously evolve and improve the employee lifecycle.
 - **Manage the Talent Pipeline:** building, developing and maintaining individual and collective strengths to create a robust talent pipeline.
 - **Develop the Capacity and Capability of Managers and Leaders:** continuously enhancing the skills and abilities of current and future leaders.
 - **Enabling strategies – people and organisational development:** building competence and capability including in digital skills.

- **Ensure Robust Approaches to Planning for Continuity and Succession:** Implementing strategies which guarantee smooth transitions, building organisational resilience and sustainability.

2.3 Policy Framework and Annual Reporting

- To provide oversight and advice on the policy framework required to support successful delivery of the People Strategy, ongoing compliance with legislation, best employment practice, and the effective management of change.
- To receive, approve, or endorse for Court approval as appropriate, the people related policies and procedures. This is determined in line with the definitions in the University's Constitutional Framework and is exemplified as follows:

GPCC Approval	GPCC Endorsement and Court Approval <i>In line with the Constitutional Framework</i>
Other supporting corporate policies shall be approved by the GPCC and shall be reported on for information to the relevant Committees of Court and the Court.	Corporate Policies which: • support University compliance with external legislation, regulations, codes • support delivery of the University's mission and strategic objectives through management of performance • support the University in its duty to safeguard its assets and to demonstrate accountability in its stewardship and proper use of public funds • support the University in its duty to serve the public interest, to behave ethically, and to meet broadly the needs and expectations of its stakeholders
Examples: ✓ Grievance Policy ✓ Recruitment and Selection Policy ✓ Disciplinary Policy ✓ Capability Policy	Examples: ✓ Whistleblowing policy ✓ Equality and Diversity Policy ✓ Management or Organisational Change Policy ✓ Policies relating to superannuation, pension, severance payments for staff G1-9

- Annual Report - Public Interest Disclosures:** To receive an annual report on public interest disclosures (whistleblowing), incorporating a report of any disclosures which have been made during the year.
- Annual Report – Health and Safety:** To receive an annual report on health and safety; to consider the written statement of policy on health and safety and the arrangements for the implementation of the Health and Safety policy.
- Annual Report – Reward:** to receive an annual report on reward relating to grades 1-9, and the development and implementation of reward policies.
- Annual Report – Grievance and Discipline:** To receive an annual statistical report on grievance and discipline.
- Annual Report – Change:** To receive an annual assurance framework review for the management of organisational change across the University.

2.4 Culture and Community

- a) To oversee and positively engage in developments that support the organisational health of the University, the wellbeing of its staff, the improvement of staff experience, and overall sustainability of the organisation;
- b) To support the University Executive in fostering a positive organisational culture, recognising the distinctive global nature of the University; the centrality of its people to its current and future strategy; and the benefits to people and organisational performance;
- c) To support the development of an inclusive culture and engagement strategy that enables every person within the University (including students) to bring their whole self into the university environment and create a flourishing community.
- d) To receive regular reports on Staff Surveys, overseeing progress in effective responses and improvements designed to improve staff engagement and satisfaction.
- e) To provide oversight and guidance on the development and implementation of best practice in equality, diversity and inclusion across the University, not only enabling the University to meet its statutory obligations, but also to promote best practice and living values of the organisation.

2.5 Performance and Reward

- a) To receive and approve the pay and grading structures and policies and procedures which govern the remuneration and terms and conditions of service for all staff in grades 1-9. Where the pay and grading structures are significantly above, or by implementation have a significant impact on, the University's agreed financial plans or budget, these will be endorsed by the Committee for Court approval. The Committee will consider any related representations from the UK trade union representatives of the University's recognised trade unions who serve on the CJNCC and, in relation to Malaysia, the considerations of the Malaysia Remuneration Committee.
- b) To provide oversight, advice and support to the University Executive in the development of a culture of performance management across the university and ensure progress is made against best practice including sustaining positive employee engagement.

3. Composition and Membership

3.1 The Committee shall comprise:

- a) Ms Dorothy Wright, Chair of the Committee and Court Member
- b) Professor Steve McLaughlin, Vice Principal of the University and Provost (UK)
- c) Professor David Jenkins, Staff Member of the Court
- d) Ms Julie Hotchkiss, Independent Member of the Court
- e) Dr Laura Wicks, Staff Member of the Court

3.2 The term of office of the Court members who are members of the Committee is concurrent with their term of office on the Court.

3.3 The maximum term of office of co-opted members appointed by the Court is nine years. The initial appointment will be for three years with eligibility to be considered for appointment for up to two further periods of three years.

- 3.4 The Chair of the Committee will be a member of the Governance and Nominations Committee of Court which will regularly review the skills of the Committee's membership and make recommendations to the Court on new appointments.

4. Equality, Diversity and Inclusion

- 4.1 The Committee will exercise its responsibility, as far as possible, to promote diversity of representation within its membership and the membership of any working group or committee established by the Committee. The Committee will also act to promote equality of opportunity for all colleagues who are involved in carrying out the business of the Committee

5. Quorum

- 5.1 The quorum necessary to transact business is three members who are also members of Court.
- 5.2 Members who are participating in a meeting by means of audio-visual conferencing or other means enabling them to communicate with all members present at the meeting simultaneously shall be deemed to be present at the meeting and to count towards the quorum.
- 5.3 Only members of the Committee shall be entitled to vote on any matter which involves powers and functions delegated to the Committee by the Court.
- 5.4 It is intended that decisions are normally reached by consensus following a full debate. There are no occasions stipulated in the Charter and Statutes which require a formal vote. Therefore, the Chair will normally seek agreement to the proposal in question and only call for a vote either if there is a clear expression of dissent or if the matter is of particular significance.

6. Chair

- 6.1 The Chair of the Committee, as appointed by the Court, shall be Ms Dorothy Wright.
- 6.2 In the absence of the Chair of the Committee, members shall elect from among the members of the Committee who are present at the meeting a person to act as Chair for the meeting or until such time that the Chair of the Committee arrives.

7. Frequency of Meetings

- 7.1 The Committee usually meets at least four times a year.
- 7.2 Additional meetings may be held in order to meet business requirements at the request of the Chair of the Committee.

8. Attendance at Meetings

- 8.1 The following officers are expected to be in attendance at meetings:
- a) The University Secretary
 - b) The Global Director of Human Resources
 - c) The Committee Clerk
- 8.2 Other officers and members of the University community may be asked to attend when appropriate, with the agreement of the Chair.

- 8.3 The majority of meetings will be held online via Microsoft Teams and members will be expected to join remotely. One meeting per year will usually be held in person (timing at the discretion of the Chair) and members will be expected to attend that meeting in person wherever feasible.
- 8.4 Any member not attending three or more meetings consecutively (without good reason) may have their membership reviewed by the Chair and the University Secretary. Members are required to submit their apologies to the Clerk of the Committee at the earliest opportunity.
- 8.5 The Committee will maintain a record of attendance at each of its meetings.

9. Reserved Business

- 9.1 There may be occasions when the Committee's business is designated reserved and/or commercially sensitive. On such occasions, with the approval of the Chair, any persons in attendance may be asked to withdraw from the meeting during consideration of a particular reserved item of business.
- 9.2 The record of matters which the Chair and the Committee are satisfied should be dealt with on a reserved basis will be identified within the minutes.

10. Conflict of Interest

- 10.1 Where it is identified that a member of the Committee has a conflict of interest with respect to a matter, the Chair may, on the advice of the Secretary, request that the member in question withdraw from participation in relevant business. Depending on the nature of the business, this may allow for participation in discussions without taking part in decision making or may require complete non-participation and/or withdrawal from that part of the meeting.
- 10.2 All instances of identified conflicts of interest shall be recorded in the minutes.

11. Reporting Procedures

- 11.1 The Committee will submit regular reports to the Court based on the Committee minutes. The Chair will approve the content of reports before release.
- 11.2 The Chair will report to the Court on any matters which the Committee considers ought to be brought to the attention of the Court and on any matters requiring the approval of the Court. These matters will be highlighted in the Committee's report.
- 11.3 The Committee records (agenda, papers, minutes) are included in the University's Freedom of Information Publication Scheme. Information will be readily accessible on request to members of the public under the terms of the Freedom of Information (Scotland) Act (FOI(S)A) with the exception of information which is deemed to be covered by a specific exemption under the Act. Minutes and reports of the Committee will denote those areas of reported business which are deemed to fall within the designation of information which is 'exempt' under the FOI(S)A.

12. Forward Planning

- 12.1 The Committee will maintain a forward agenda plan of its business.

- 12.2 The Committee will review its Terms of Reference and submit recommendations on them to the Court annually for approval.
- 12.3 The Committee will set its meeting dates two years in advance, aligned to the schedule of meetings of the Court.

13. Supporting Information

Groups feeding into the Committee:

- 13.1 None at present,

Effectiveness and lifespan

- 13.2 Lifespan ongoing. Effectiveness reviewed five-yearly as part of the Court's review of its effectiveness.

The Court and its committees will regularly monitor their own effectiveness and the performance of the institution against its planned strategies and operational targets.

Actions that may be taken by the Committee.

- 13.3
- Note
 - Receive
 - Consider
 - Endorse
 - Approve
 - Recommend
 - Reject

Minuting style

- 13.4 Traditional/formal minutes in accordance with internal University guidance.

Resources

- 13.5 **Secretary** Ms Ruth Moir, University Secretary

Clerk Ms Megan Morgan, Senior Governance Officer

Version	Amendments	Approved by
V1	Review of terms of reference, change of Committee name, new template adopted.	Court 20 March 2025
V2	Minor amendments to membership	Court 1 October 2026