



EQUALITY IMPACT ASSESSMENT

Department:	HR
Policy	Pay Policy

The Royal Academy of Music (the Academy) is committed to fair and equitable remuneration for all staff. This Pay Policy (the policy) details the Academy's approach to pay and reward and aims to provide managers and employees with information, guidance and transparency to the overall pay and rewards process..

The policy is published on the Academy's Intranet at:

[Human Resources - Documents - Policies and Procedures - All Documents](#)

This Equality Impact Assessment evaluates the potential effects of the policy on employees with protected characteristics as defined under the Equality Act 2010. The purpose is to ensure the policy promotes fairness, transparency, and equity in pay while avoiding unlawful discrimination, advancing equality of opportunity, and fostering an inclusive working environment.

Could the policy have an adverse impact on equality in relation to the following protected characteristics as defined by the Equality Act 2010?

- Age
- Disability
- Gender re-assignment
- Marriage or civil partnerships
- Pregnancy and maternity
- Race
- Religion or belief
- Sex
- Sexual orientation

No, the policy includes the following equality statement 'The Academy is committed to promoting equality of opportunity in all its activities and aims to provide a work environment free from discrimination and unfair treatment. Procedures contained within this document for the reward and

recognition of our staff have been designed to be fair, transparent and consistent with the Academy's Equality, Diversity & Inclusion Policy'.

The policy goes on to state that all staff will be treated fairly and equitably and decisions taken will be based solely on assessment of sector market pay, individual performance, skills, and the needs of the Academy, irrespective of employment or contractual status and personal circumstances. The policy also states that the Academy will monitor the protected characteristics of staff in pay reviews and analyse trends and statistics to ensure that the criteria against which decisions are taken remain objectively justifiable and lawful in accordance with equality legislation.

Does this policy provide opportunities to make a positive impact on equality?

The policy states that the Academy is a participant of the national pay framework for Higher Education, which jointly structures pay for the sector through the University & Colleges Employers Association (UCEA) and the five main HE teaching unions of the UK. It goes on to state that the Academy's pay and grading framework includes a key commitment to ensuring equal pay for work of equal value.

The policy provides an opportunity to make a positive impact on equality in a number of ways, including:

- Its approach to pay and reward. This includes competitive market salaries, a commitment to a positive and inclusive work culture, opportunities for progression and a transparent recognition and reward procedure.
- Its commitment to equal pay for equal value.
- By offering salaries at a level of 5% above the market minimum, thereby increasing the potential to attract a greater diversity of applicants.
- Its adoption of the JESS job evaluation scheme, to ensure that jobs are evaluated and graded fairly and transparently.
- By monitoring the impact of the policy on protected characteristics in accordance with the Academy's Equality, Diversity, and Inclusion Policy and Gender Pay Gap reporting procedure.

However, the policy could be improved by expanding the reference to 'equal pay for equal value' by including a definition and by clarifying that this term applies to all contractual terms, not just pay e.g. non-discretionary bonuses, overtime rates and allowances, performance-related benefits, severance and redundancy pay, access to pension schemes, benefits under pension schemes, hours of work, sick pay and benefits in kind as detailed in the Equality and Human Rights Commission (EHRC) guidance on Equal Pay
<https://www.equalityhumanrights.com/guidance/equal-pay>

The policy could also be improved by providing links to other relevant Academy policies including the Maternity, Paternity, and Parental Leave policy, Adoption Leave policy, General and Special Leave Policy, Continuous Feedback Policy, Sickness Absence Policy and the Managing Poor Performance Policy. This will provide greater clarity for members of staff on these

categories of leave and for those involved in continuous feedback processes, ensuring that they are treated fairly with regard to pay reviews, or rewards.

What evidence has been considered? What consultation has been undertaken?

The policy was updated in consultation with the following staff groups, departments and external advisory agencies:

- The Policy Review Group, which includes the Registrar and Director of Student Operations, Director of Finance and the Director of HR.
- The EIA sub-committee.
- Staff equality monitoring data.
- Pay distribution analysis across grades and job categories.
- Outcomes from previous reports, including gender pay gap reports.
- Staff survey feedback regarding perceptions of fairness, transparency, and reward.
- External HR and reward specialists – Reward Connected
- Brightmine HR
- CIPD

What actions have been agreed as a result of this EIA?

This EIA concludes that the Pay Policy is compliant with, and upholds, the principles of the Equality Act 2010, does not have an adverse impact on equality and provides an opportunity to make a positive impact on equality. The following actions are, however, recommended;

Action	Who	Timescale	Progress
Revision of the policy as recommended by this EIA prior to publication on the Academy's website.	HR	March 2026	Completed
Annual monitoring of protected characteristics of staff as part of the pay review cycle.	HR	Annually	
Revision of the policy in response to new statutory requirements, ahead of the next scheduled review in 2029.	HR	As required.	
Collection and evaluation of feedback from staff and their representative groups, as part of the policy review process.	HR/Line Managers	Ongoing	

Date of Belonging Committee approval: 16 June 2026.