

QUEEN'S UNIVERSITY BELFAST

Annual Report of the Remuneration Committee 2024-25

1. Operating Environment

The University's Strategic Priorities, Objectives, Core Enabling Projects and Integrated Plan remains the core focus of the Management Board.

1.1 Strategic Priorities

Education and Skills:

- Re-imagine educational pathways to improve student engagement, attainment and achievement.
- Improve the student experience through developing inclusive and supportive transition and retention practice.

Research and Innovation

- Enhance research culture to enable delivery of high-quality research.
- Maximise innovation and impact, enhancing industry engagement and commercialisation, including BRCD.

Global Reputation and Partnerships

- Improve Queen's position in key global rankings as the proxy for global reputation.
- Develop, strengthen and enhance partnerships in research, education and civic engagement.

Civic and Social Responsibility and Economic Prosperity

- Embed Queen's status as a Civic University and anchor institution.
- Enhance Queen's local, national, and international reputation.

Core Enabling Projects

1. Financial Sustainability
2. Strategic Workforce Planning
3. Strategic Student Number Planning
4. Physical and Digital Infrastructure

2. Senior Staff Update

2.1 Leavers since the last meeting of the Remuneration Committee:

Name	Title
Mrs. Shannon Caldwell	Director of Operations (EPS)
Mr. Peter Erwin	Interim Director of Estates
Mr. Brian McCaul	Interim Director of Enterprise
Mrs. Helen Hart	Director of Operations (AHSS)
Ms. Sarah McKegney ¹	Director of Strategy and Planning

2.2 Appointments since the last meeting of the Remuneration Committee

Name	Title	Start Date
Mr. Ian Duddy	Director of Estates	21/07/2025
Prof. Richard Miles	Provost and Deputy Vice-Chancellor	10/02/2025
Ms. Clare Downey	General Counsel and Director of Legal Services	06/01/2025
Prof. Geert Dewulf	Faculty Pro-Vice-Chancellor	01/01/2025

3. Senior Salary Scheme

The Senior Salary Scheme has formally been withdrawn and is no longer operational. The arrangements for reviewing the pay of senior members of staff annually was approved and the role of the Remuneration Committee confirmed in relation to members of the University Management Board and Professional Services Directors pay, which has been updated in the Terms of Reference.

4. Context

The Remuneration Committee, at its meeting on 16 November 2018, adopted the Higher Education Senior Staff Remuneration Code (the Code), published in June 2018 by the Committee of University Chairs (CUC). By adopting the Code and including reference to this within their audited Financial Statements, governing bodies demonstrate leadership and stewardship in relation to remuneration within their institutions and, in doing so, help to protect institutional reputation and provide greater assurances to key stakeholders and partners, including the student community and wider society.

Under the terms of the Code, Remuneration Committees within the Higher Education (HE) sector are each required to produce an annual report to provide their governing body with the requisite assurances that they have effectively discharged their responsibilities in this area.

This annual report to the Senate covers, in the main, activity within the 2024-25 academic year.

¹ Ms McKegney is currently working 2 days per week until leaving on 31 December 2025.

5. Membership and Terms of Reference

The current membership of the Remuneration Committee is listed below:

Dr Len O'Hagan (Chair) - Pro-Chancellor
Dr Stephen Kingon - Pro-Chancellor and Chair of Senate (to 31 December 2024)
Mrs Orla Corr Nixon - Pro-Chancellor (to 31 July 2025)
Mr Adrian Doran - Honorary Treasurer
Ms Mairead Regan - Lay Member of Senate
Sir Gerry Loughran - Co-opted Member

In line with best practice, the Committee is not chaired by the Chair of Senate. This ensures that the Committee determining the remuneration of the Head of the Institution is not chaired by the individual responsible for the evaluation of that individual's performance. Servicing arrangements for the Committee are undertaken by The Chancellery.

The Remuneration Committee is responsible for the strategic approach to reward for the President and Vice-Chancellor, together with the other members of the University Management Board (UMB) and Professional Services Directors.

This includes:

- President and Vice-Chancellor
- Provost and Deputy Vice-Chancellor
- Pro-Vice-Chancellors (PVCs) and Associate Pro-Vice-Chancellors
- Vice-Presidents and Associate Vice-Presidents
- Professional Services Directors
- Such other senior officers as designated by Senate from time to time.

The Membership and Terms of Reference of the Remuneration Committee are attached in Appendix 1.

6. Meetings

The Committee met on two occasions within the 2024/25 academic year.

Meeting 1 - 29 October 2024

The Committee noted the Vice-Chancellor's update on key issues facing the university.

The Committee considered the performance outcome of the Vice-Chancellor and of the University as provided by the Chair of Senate and considered the salary review for senior managers. Having taken account of the outcomes of the performance assessment process for individual members, authorised that the revised senior salaries scales are implemented, following the withdrawal of the Senior Salaries Scheme, as resolved at the meeting on 11 September 2024.

It resolved to retain the current level of Honoraria for senior academic roles, given the financial environment and competitive benchmark within the Russell Group.

The Committee also considered the Annual Report to Senate and resolved that the report provided the requisite assurances that the Committee had effectively discharged its responsibilities during the reporting period.

7. Vice-Chancellor's Remuneration

Professor Sir Greer's remuneration package is determined by the Remuneration Committee and is commensurate with the size of the institution, its budget, and the scale of its operations.

Queen's is a highly complex organisation, making a significant contribution to the economic and social wellbeing of the city and the region, and operating in an increasingly competitive environment which requires the very highest level of leadership.

In determining the package, the Remuneration Committee considered relevant benchmark data for the Vice-Chancellors' pay in universities of similar size and complexity. Accordingly, Professor Greer's salary was agreed at £359,059 for 2024/25. The package reflects the complexity and demands of the role and is comparable with the median range packages within the Russell Group.

In the interests of openness and transparency, the Vice-Chancellor's remuneration package is routinely published and publicly available on the University website, in the spirit of the guidance issued by the CUC.

Emoluments of Vice- Chancellor	2022-23	2023-24	2024-25
	£'000	£'000	£'000
Salary	324	340	360
Pension Contributions to USS	20	9	0
Total	344	349	360

8. External Perspectives

During the year, the Remuneration Committee received input from both the CUC and the Office for Students through the form of reports and circulars, as well as benchmark pay information relevant to the roles within its remit. Independent external pay benchmarking was achieved using external sources including the CUC Vice-Chancellor's Salary Survey, the Russell Group, and independent analyses provided by Korn Ferry. The Committee considered externally sourced information and internal analysis of pay relativities.

This external perspective provides assurance that remuneration for key senior roles is in line with the market median for comparable institutions.

9. Pay Ratio

In line with the guidance provided from the Office for Students/Department for the Economy, the University has calculated the ratio of the Vice-Chancellor's remuneration as a multiple of the median remuneration of all other staff. Two ratios have been provided below in line with the guidance – the first is base salary only and the second is total remuneration.

- The Vice Chancellor's basic salary is 8.0 times the median pay of staff, where the median pay is calculated on a full-time equivalent basis for the salaries provided by the University to its staff and this position compares favourably to comparator universities (8.0 in 2024- 25).
- The Vice Chancellor's basic salary is 7.0 times the median total remuneration of staff, where the median total remuneration is calculated on a full-time equivalent basis for the total remuneration salaries provided by the University to its staff and this position compares favourably to comparator universities. (6.7 in 2024/25)

The pay median does not include workers who were not employed under contract by the University.

10. Collective Pay Bargaining Arrangements

Following the agreement with the local Joint Trade Unions in May 2024, which resulted in a three-year pay deal, base salaries were increased by 4% in August 2025.

11. Staff Terms and Conditions

The Living Wage Foundation announced a new RLW rate of £12.60 per hour for 2025. Since QUB's minimum pay rate is £12.91 per hour, no further review of the grading structure for Grades 1 to 5 was required.

Queen's offers two pension schemes - one for Grade 6 and above, with eligible staff offered membership of the Universities Superannuation Scheme (USS) and all other staff eligible for membership of the Retirement Benefits Plan (RBP).

The University introduced a Voluntary Severance Scheme in 2025 and a total of 295 staff left QUB under this scheme.

12. Expenses Policy

The expenses policy applying to all staff is available on the University's website. The amount of expenses incurred by the Senior Management Group and Senior Academic Managers in 2024/25 was £25,044.

13. Market Supplements

The University strives to secure the best staff and, in doing so, recognises that there are times when the total remuneration package is not sufficient to attract and retain staff in the post. On these occasions, it may be necessary to review the requirement for a market supplement in addition to the normal reward package. Market supplements are only awarded to members of staff where there is a clearly articulated and agreed business need and subject to annual review.

14. Monitoring

The appointment and remuneration of members of the University Management Board and Senior Academic Managers will continue to be monitored in line with the Remuneration Committee Terms of Reference and the CUC Higher Education Senior Staff Remuneration Code 2021.

Meeting 2 - 28 January 2025

The Committee considered and approved a paper outlining the context, legal framework and advice, and the engagement with the Trade Unions regarding the Voluntary Severance Scheme. It was noted that the Scheme would be launched on 3 February 2025.

Terms of Reference:**Purpose:**

To advise Senate and oversee the preparation of policies and procedures in relation to salaries, benefits, and employment conditions of service, including severance arrangements for the University Management Board, including the President and Vice Chancellor. To approve the annual mandate for the Local Pay Bargaining Process between the University Management and recognised Trades Unions representing QUB staff, Grades 1-10, and Directors.

The Terms of Reference of the Committee are as follows:

University Management Board

- (a) To review and agree the University's reward policy for senior staff, including the remuneration, benefits, terms, and conditions of employment, designed to support a high performance culture and taking account of pay data, market factors and the financial position of the University and recommend major changes to Senate.
- (b) To review and determine pay and reward for the Vice-Chancellor's direct reports on UMB; review reports on the Vice-Chancellor's objectives and performance, and review and determine the Vice-Chancellor's remuneration.
- (c) To review University Management Board equal pay issues.
- (d) To agree severance packages for staff earning in excess of £150k per annum.
- (e) To approve any exceptional cases relating to adjustments to remuneration for members of the University Management Board, in excess of 10% of total pay (base salary plus any additional Honorarium or Market Supplement), if proposed by the President & Vice Chancellor. This authority is delegated on the condition that any increase must maintain the individual's salary within their agreed range and that such flexibility can only be applied once in any given year, without Committee approval. All decisions taken under this authority require to be reported retrospectively to the Committee.

Professional Services (PS) Directors

- (f) To annually review and approve market position for base pay and any changes to base pay arrangements. To receive summary performance outcomes for the PS Directors.

Senior Academic Managers Group

- (g) To develop, approve and review triennially a reward structure, based on honoraria payments, in relation to members of the Senior Academic Managers Group. The Committee will determine the composition of the Senior Academic Managers Group. At present, this includes:
 - Heads of School;
 - GRI Directors;
 - Faculty based Deans/Associate PVCs (Research, Education, Internationalisation & PGR);
 - Dean of the Graduate School
- (h) To receive a report on any severance terms agreed for members of the Senior Academic Managers Group, on the termination of their employment.

Recruitment and Retention

- (i) To consider and approve the remuneration, terms and conditions of all employees earning more than £150,000 (as defined by the current DfE Accounts Direction).
- (j) To consider any discretionary changes to remuneration in relation to recruitment or retention decisions, as advised by the Vice-Chancellor, and/or the Vice-President and Chief People Officer.

Local Pay Bargaining

- (k) To approve the annual mandate for the Local Pay Bargaining Process between the University Management and recognised Trades Unions representing QUB staff, Grades 1-10 and Directors.

General

- (l) To develop a protocol on the retention of income by an employee where that individual is serving on an external body in a personal capacity. The ongoing implementation of this protocol to be managed at People and Culture Committee.
- (m) To produce an Annual Report for consideration and approval by Senate, which seeks to comply with the best practice set out in the Higher Education Senior Staff Remuneration Code. This Annual Report will also be incorporated within the University's annual Financial Statements.
- (n) To promote the University's responsibilities for equality and diversity by ensuring that relevant issues are given full consideration in all matters relating to the remuneration of staff falling within the remit of the Committee.
- (o) To obtain outside legal or other independent professional advice, as required in the execution of its responsibilities.
- (p) To periodically undertake a review of its own effectiveness and performance in line with external regulatory guidance and good practice.
- (q) To provide ongoing assurance to Senate, in respect of the governance of its remuneration policies and practices for senior staff across the institution.

Governance Principles

The proper remuneration of all staff, especially the Vice-Chancellor and their immediate team, is an important part of ensuring institutional sustainability and protecting the reputation of the institution. In this context, the Committee has agreed several underlying principles under which it will operate. These are set out below:

- (r) The Committee composition must include the Chair of the governing body, be composed of a majority of independent members, and have appropriate experience available to it. Its membership and remit must be published on the University's website.
- (s) The Committee will be chaired by a Pro-Chancellor who is not the Chair of Senate.
- (t) Members will serve for the duration of their term on Senate. The co-opted member will normally serve for one period of four years, with the option of re-appointment for one further term of four years, subject to satisfactory performance.
- (u) The Committee will be serviced by the Vice-President (Governance and External Affairs) and Registrar (or nominee), who will be responsible for ensuring the Committee receives agendas, supporting documentation and other relevant information in a timely manner, to enable full and proper consideration to be given to the matters in hand.
- (v) The Committee will determine its own timeframe for meetings but is expected to meet on a minimum of three occasions per year.
- (w) The Vice-Chancellor, Vice-President (Governance and External Affairs) and Registrar, or other senior staff may not be members of the Committee but may attend by invitation. These individuals shall withdraw from any meeting when their performance, remuneration or conditions of service are under consideration.
- (x) The Committee must consider comparative information on the emoluments of employees within its remit when determining salaries, benefits and terms and conditions and ensure that all arrangements are unambiguous and diligently recorded.

- (y) The Committee must report on its decisions and operation at least annually to the governing body - such a report should be made available to all members of the governing body.
- (z) Committee members must consider the public interest and the safeguarding of public funds alongside the interests of the institution when considering all forms of payment, reward, and severance to the staff within its remit.

Membership:

<u>Composition</u>		<u>Current Members</u>
Chair:	Pro-Chancellor	Dr L O'Hagan
Ex Officio:	Pro-Chancellor and Chair of Senate	Dr S Kingon
	Honorary Treasurer	Mr A Doran
Other Members:	Lay Member of Senate	Ms M Regan
	Pro-Chancellor	Mrs O Corr Nixon
	Co-opted Member	Sir G Loughran
In Attendance	President and Vice-Chancellor	Professor Sir I Greer
	Vice-President (Governance and External Affairs) and Registrar	Dr R Feeney
	Associate Vice-President (Operations and Special Projects)	Mr A Finlay
	Relevant University Officers	As Required
Quorum:	3 Members of Senate	
Serviced by:	The Chancellery	
Reports to:	Senate	
Receives reports from:	People and Culture	
Revision Date	5 March 2024	