



Remuneration Committee Report

Outcome requested:	Council is asked to consider a summary of the Remuneration Committee meeting held on 16 March 2026.
Executive Summary:	Remuneration Committee considered: <ul style="list-style-type: none">• next steps following Council's decision to renew Professor Bailey's appointment as President and Principal;• succession planning for the Senior Executive Team;• an update on the workforce strategy;• the University's pay gaps report.
QMUL Strategy	Effective governance and leadership support the achievement of all strategic aims.
Internal/External regulatory/statutory reference points:	Charter and Ordinances CUC Higher Education Remuneration Code OfS Regulatory Framework for Higher Education
Strategic Risks:	Reputation and compliance.
Equality Impact Assessment:	The University's pay gaps report considers gender, ethnicity, intersectional (gender and ethnicity), disability and sexual orientation pay gaps.
Subject to prior and onward consideration by:	The summary is intended for consideration by Council only.
Confidential paper under FOIA/DPA	No
Timing:	Regular report
Author:	Jonathan Morgan, University Secretary
Date:	6 May 2026
External sponsor:	Melissa Tatton CBE, Vice-Chair of Council

REMUNERATION COMMITTEE
16 March 2025

Executive Summary

1. We considered next steps for the Committee following Council's decision to renew Professor Bailey's appointment as President and Principal. Professor Bailey's remuneration was last reviewed by the Committee in December 2025 to ensure it remained aligned with sector norms. In this context and noting that the national benchmarking surveys would not be updated until later this year, it was decided not to carry out a further review of Professor Bailey's remuneration to coincide with the renewal of his appointment. The next regular review by the Committee of Professor Bailey's remuneration and objectives will therefore be carried out in October 2026.
2. We considered succession planning for roles on the Senior Executive Team, looking at both emergency cover arrangements and long-term succession planning, and an update on forthcoming moves. We heard that the term lengths of Vice-President roles have been reviewed to ensure they remain attractive to both internal and external candidates. The Deputy Vice-President role has also been reviewed to strengthen resilience. We agreed that consideration of succession planning will become a regular item at the Committee's meeting with the President and Principal in October when the remuneration and areas of focus of other members of the Senior Executive Team is discussed.
3. The Director of Human Resources gave an update on delivery of the workforce strategy. We heard that changes have been made to the academic organisation and work continues to review the portfolio of education programmes, all with the aim of improving sustainability. Changes to operating models in professional services have been progressing rapidly, guided by data comparing the rate of growth in staff and student numbers over time and enabled by significant system developments. Strategic hire campaigns have continued in academic areas where there is opportunity for growth and to bring in specific skills around artificial intelligence, process improvement, systems and education leadership. Reward schemes are now more closely aligned to strategic objectives: the staff bonus scheme, for example, is focused on the top decile of performers while a new scheme has been introduced for giving smaller, in-the-moment rewards. Overall, the University is seeing a reduction in staff headcount, an increase in the proportion of staff in full-time roles and improved diversity in middle and senior roles.
4. We were told that the Queen Mary Manager programme grew from a recent learning needs analysis that identified a gap in situational leadership development. While the programme is currently focused on new managers, there are plans over time to develop a more intentional approach to identifying existing managers who could benefit. We asked about arrangements in place for gathering feedback on workplace culture and how things are going at the University. The EDI Forum is used to discuss the working environment generally and there are several staff networks around specific characteristics, each led by elected members of the relevant community. There is also a community of practice on improvement that feeds into the Professional Services Steering Group.
5. We considered the latest report on the University's pay gaps. The University has exceeded the statutory reporting requirements on pay gaps for several years and is

considering reporting on social pay gaps in future, so long as the requisite data can be collected from existing members of staff. The gender pay gap has continued to reduce and benchmarks well against the rest of the higher education sector. The position on the ethnicity pay gap is less clear cut, although it has reduced over time. The executive is exploring ways to benchmark against institutions with similarly in-sourced operating models for security and cleaning staff, which is assumed to be a strong factor in the ethnicity pay gap at Queen Mary.

6. We asked what had made the positive difference to the gender pay gap. Clear, data-driven action plans are in place across the faculties and professional services. The academic promotions process now includes earlier conversations with women to encourage applications and a special considerations panel to ensure parity and confidentiality and to increase staff confidence in the consideration of contextual information around performance. We also asked whether there is a risk that increased take-up of artificial intelligence could impact disproportionately on some groups. The procedures and guidance for carrying out equality assessments has been strengthened in the last year and the impact of any interventions under consideration can be assessed against forecasts of what the workforce is expected to look like.
7. At our next meeting, the Committee will consider a deep dive on the skills that will be needed across the wider leadership to deliver Strategy 2030 over the next period and systematic approaches to leadership development that would support this. The Committee will also consider as part of its annual effectiveness review how different elements of the people and culture strategy are currently governed and whether there would be a benefit in bringing these together.