

## **Kingston University London Remuneration Committee Annual Report 2024/25**

Received by the Board of Governors on 26<sup>th</sup> November 2025

### **INTRODUCTION**

1. This Remuneration Committee Annual Report to the Board of Governors is presented in accordance with the requirements of the Committee of University Chairs' (CUC) Higher Education Senior Staff Remuneration Code<sup>1</sup> and the accompanying guidance.
2. This report covers the period of 1st August 2024 to 31st July 2025.

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### **REMUNERATION COMMITTEE**

#### **Terms of Reference**

3. The Terms of Reference for 2024-25 for the Remuneration Committee include the following key elements:
  - Oversight of a framework for remuneration and conditions of all staff
  - Monitoring of remuneration and conditions of Senior Staff
  - The determination of remuneration for Senior post holders<sup>2</sup>
4. Revised [Terms of Reference](#) were approved by the Board of Governors on 25 June 2025 following a review of all Board Committee Terms of Reference, as recommended in the Board Effectiveness Review, as well as the Committee's

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<sup>1</sup> The Higher Education Senior Staff Remuneration Code published by CUC June 2018 and revised 2021

<sup>2</sup> Senior post holders are defined under the Articles of Government for Kingston University. The Code also applies to senior staff as defined in the OfS Regulatory advice 9: Accounts direction, staff with salaries of £100,000 or more.

request to ensure a much closer alignment between the Terms of Reference and its existing and intended working practices.

### **Committee Membership**

5. Remuneration Committee Membership from 1 August 2024 to 31 July 2025 was:

Name	Position	Status
Mr Andrew Pearce	Chair of Remuneration Committee (to 25.06.25)	Independent Governor
Mr Francis Small	Chair of Board	Independent Governor
Mr Tom Smyth	Member	Independent Governor
Ms Katy Taylor	Member & Chair of Remuneration Committee (from 26.06.25)	Independent Governor

Andrew Pearce's tenure on the Board of Governors and as Chair of the Committee ended on 25 June 2025. Katy Taylor was then appointed Chair of the Committee with effect from 26 June 2025. This appointment was endorsed at the 12 June 2025 Nominations and Governance Committee meeting and approved at the Board of Governors meeting on 25 June 2025.

### **Frequency of Meetings**

6. The Remuneration Committee met four times in the 2024/25 academic year (two ordinary meetings and two extraordinary meetings). Attendance was:

	17.10.24	24.02.25 Extraordinary	14.05.25	29.07.25 Extraordinary
Mr Andrew Pearce	✓	✓	✓	N/A
Mr Francis Small	✓	✓	✓*	X
Mr Tom Smyth	✓	✓	✓	✓
Ms Katy Taylor	✓	✓	✓*	✓

\* Denotes attendance at non-confidential meeting of the Committee only.

### **SUMMARY OF COMMITTEE BUSINESS FOR 2024/25**

7. The Committee's remit is broad, allowing remuneration to be viewed more holistically and in tandem with the delivery of the University's People Strategy, its Values Framework and other HR imperatives. The confidential meeting ensures oversight and assessment of the Vice-Chancellor's performance and remuneration. The Vice-Chancellor does not attend this separate meeting.

8. The business considered by the Committee over the 2024/25 academic year included:

**Strategy, Performance and Progress:**

- Staff Survey and People Key Performance Indicator (KPI) Updates
- Progress Updates against the People Plan strand of the University's Town House Strategy
- Review of Strategic Risks owned by the Remuneration Committee
- Pay and Pensions Update
- Bullying and Harassment Annual Report

**Statutory and Legal Responsibilities:**

- Annual Gender, Ethnicity & Disability Pay Gap Report
- Annual Equalities Monitoring Report (Public Sector Equality Duty)

**Remuneration of Staff:**

- Pay and Pensions Update
- Remuneration of Senior Postholders and the Vice-Chancellor

Members are also informed of any severance payments made to senior staff.

## **APPROACH TO REMUNERATION**

### **Operating Context & Institutional Performance**

9. Kingston University is a leading London University operating across four campuses. It has more than 20,000 students, including more than 4,700 international students from 156 countries. Academic provision is provided by four faculties: Engineering, Computing and Environment; Business and Social Sciences; the Kingston School of Art; and Health, Science, Social Care and Education. In addition, the University has four professional service directorates: Academic Services; Corporate Services; Finance, Human Resources and Infrastructure; and Students. The University's total income for the year was £245m. The University is a large, broadly based and complex organisation working in an increasingly competitive environment.
10. The University's visionary Town House Strategy is transforming students' education by embedding the future skills sought after by business and professional organisations across its curriculum, to equip its graduates with the skills and attributes most valued by global employers. This progressive model of higher education is founded upon its sector-leading Future Skills campaign. This groundbreaking campaign seeks to drive a thriving national economy by preparing students for careers in a rapidly evolving workplace. It involves partnering with businesses and other external bodies to support innovation and generate and disseminate knowledge so that it has impact. To achieve this, the University has developed a People Strategy to better enable its staff to work collaboratively, innovatively, and effectively.

11. In September 2023, the University received an overall rating of Gold in the Teaching Excellence Framework (TEF). A Gold award was secured in the framework's two new student experience and student outcomes categories.
12. Kingston University maintained its rank in the top 50% of universities in the Guardian University Guide 2025. Kingston is ranked as a Top 10 London institution and is in the Top 5 of eleven London post-92 institutions. Kingston increased its rank across 16 subjects. The University is also strengthening its research performance. 70% of its research submission was rated as world-leading or internationally excellent in the Research Excellence Framework 2022.

### **Guiding Principles**

13. The fundamental principle guiding the University's remuneration decisions is an approach to pay that is fair, transparent, and aligned to the market, balancing the need to recruit, retain, and reward staff to deliver the best outcomes for students and the broader University community, whilst demonstrating effective use of resources and taking account of:
  - The size and complexity of the University and its operations
  - Market forces and any implications for recruitment and retention
  - Objectives relating to the diversity of the workforce
  - Leadership responsibilities
  - Responsibility for key partnerships and major initiatives and projects

In addition to these principles, initial salaries are set with reference to individual candidates' career track record, skills and experience.

### **Use of job evaluation mechanisms**

14. The University makes use of formalised job evaluation tools and processes to assess and define pay relativities between different roles. This ensures that remuneration is fair and equitable and fully reflects the requirements of the role.

### **Setting Remuneration for Staff in Grades 3 to 10**

15. The University participates in the Universities and Colleges Employers Association (UCEA) multi-employer bargaining arrangements for the HE sector that set the remuneration arrangements for staff in grades 3-10.
16. The University has invested in complying with the London Living Wage both in terms of its own directly employed workforce and for its contracted services (including KUSCO and Aramark). It is an accredited employer for the London Living Wage which demonstrates this commitment to all staff who work for us.

## **Setting Remuneration for Senior Staff**

17. The Senior Staff of the organisation are the Senior Leadership Team (SLT) who are the Vice-Chancellor's direct reports, together with those staff who earn over £100k, as reported in the annual accounts.<sup>1</sup> A full list of the senior staff covered by the remit of the Committee for 2024/25 is provided at Appendix A.
18. SLT members are appraised by the Vice-Chancellor against their objectives and the organisational performance.
19. SLT members are set objectives by the Vice-Chancellor and pay is reviewed and determined by the Remuneration Committee after considering:
  - the Vice-Chancellor's report on their performance;
  - bi-annual salary benchmarking data for similar roles in similar sized new universities and comparable organisations;
  - the rate of increase of the average remuneration of all other staff.
20. The UCEA Senior Staff Remuneration Survey is also used by the Remuneration Committee when reviewing and determining pay decisions for SLT members. This provides detailed analysis for benchmarking purposes across comparative institutions for comparable roles and takes into account a number of factors including institutional income, geographic location and type of institution. Other data used to support remuneration decisions includes:
  - Higher Education Statistics Agency (HESA)
  - The UCEA Senior Staff Remuneration Survey
  - Internal analysis of salaries
  - External benchmarking
21. The annual, nationally agreed percentage uplift in salary derived from the national pay settlement is also applied to SLT and senior staff grades, where performance is deemed satisfactory or better.

## **Setting Remuneration for the Vice-Chancellor**

22. The Vice-Chancellor's salary and performance are reviewed annually in accordance with the principles outlined in The Higher Education Senior Staff Remuneration Code published by the Committee of University Chairs (CUC).
23. The Vice-Chancellor is set objectives by the Chair of the Board, which are shared with the Remuneration Committee. The Vice-Chancellor is annually appraised by the Chair against his objectives and the organisational performance.

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<sup>1</sup> As determined by guidance in the [CUC HE Senior Staff Remuneration Code](#) and the [Office for Students' Regulatory advice 9: Accounts direction](#)

24. The Vice-Chancellor's pay is determined by the Remuneration Committee after considering:

- The Chair's report on performance
- Detailed salary benchmarking data against similarly sized new universities, with particular reference to the Committee of University Chairs' Vice-Chancellor Salary Survey and to post-92 universities in London, other non-London members of the University Alliance mission group; and other universities located in London and South-East England
- The rate of increase of the average remuneration of all other staff.

### **The Vice Chancellor's Emoluments**

25. The Vice-Chancellor received the following emoluments for 2024/25:

<b>Vice-Chancellor and Chief Executive</b>	<b>2024/25 £000s</b>	<b>2023/24 £000s</b>
<i>The emoluments of the Vice-Chancellor serving in the year were as follows:</i>		
<b>Current Vice Chancellor</b>		
Basic salary	328	328
Performance-related pay and other bonuses	-	-
Salary sacrifice arrangements	-	-
Compensation for loss of office	-	-
Total before pension costs	328	328
Pension contributions	94	83
Payments in lieu of pension contributions	-	-
Total after pension costs	422	411

No other payments were made to the Vice-Chancellor in relation to dividends, benefits (taxable or non-taxable) or any other remuneration.

### **Vice-Chancellor's Pay Multiple**

26. The current value for the University of the pay multiple of head of institution (HoI) earnings against the median of all staff is **6.9** as shown below. This figure is included in the **2024/2025** Financial Statements and is publicly available.

<b>Pay ratios</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>
	<b>No.</b>	<b>No.</b>	<b>No.</b>	<b>No.</b>	<b>No.</b>
Basic salary ratio	7.2	7.1	7.1	7.3	6.9
Total remuneration ratio	7.4	7.3	7.3	7.5	7.3

The basic salary ratio is calculated as the ratio of the Vice-Chancellor's basic salary to the median basic salary for all staff who are required to be included in real-time reporting to HMRC, expressed as full-time equivalent. The remuneration ratio is calculated as the ratio of the Vice-Chancellor's total remuneration to the median total remuneration (excluding agency and contractor costs) for all staff, expressed as full time equivalent.

### **Summary of Overall Remuneration for 2024/25**

27. The 2024/25 national pay uplift was awarded in two stages with all staff receiving a pay increase of between 2.5 and 5.7 per cent dependent on their grade as recommended by the Universities and Colleges Employers Association (UCEA).
28. During 2024/25, job evaluation, pay scheme and pensions plans were in place for each category of staff and may be summarised as:

	Job Evaluation	UCEA nationally negotiated sector pay award	Incremental progression
SLT	✓	✓	X
Senior Staff <sup>1</sup>	✓	✓	X
Grades 3 to 10	✓	✓	✓

## **OTHER ELEMENTS OF REMUNERATION FOR STAFF**

### **Pension Schemes**

29. The University offers the following pension schemes:
  - Teachers' Pension Scheme (TPS) – statutory career average defined benefits scheme – for all academic staff.
  - Local Government Pension Scheme (LGPS) – statutory career average defined benefits scheme – for all professional and support staff.
  - Universities Superannuation Scheme – a career average capped/mixed scheme – a legacy scheme that was available to new staff who were members in a pre-92 institution. This is no longer available to new entrants.
  - Defined Contribution Pension Scheme – an alternative to the University's other defined benefit schemes which allows employees flexibility with contribution rates which the other schemes do not.

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<sup>1</sup> This is the Kingston University categorisation of “senior staff” and should not be confused with the OfS accounts direction definition of senior staff which refers to only those staff with a full-time equivalent salary of over £100k.

## **Performance Related Pay / Exceptional Performance Arrangements**

30. Kingston University does not operate a performance related pay scheme. Exceptional performance can be rewarded through additional increments or bonus payments. Management recommendations are reviewed by HR and Finance on an annual basis and approved by a University Reward panel.

## **Retention of External Income**

31. The Statement of Employment Particulars for the Vice-Chancellor stipulates that – ‘Any additional earnings from outside employment relating to your role as Vice-Chancellor may only be retained with the agreement of the Chair of Governors.’
32. The Statement of Employment Particulars for each Senior Post holders details the policy in respect of income generated from external bodies. Income can be retained subject to the approval of managers at management bands 1-2 and the approval of the SLT member at management bands 3-5. Retained income for this group is consistent with this policy.
33. The amount of external income retained by the Head of Institution in the financial year 2024/25 was **£5,531.00**.

## **Expenses**

34. Kingston University has an Expenses policy. In accordance with HMRC guidance, any expenses must be incurred wholly, exclusively and necessarily in the performance of the duties of the employment and supported by receipts.
35. Expenses claimed in the financial year 2024/25 total **£10,061.37** for the Senior Leadership Team as a whole. The Vice-Chancellor’s claims, included within this total, were **£ 5,625.20**.

## **ASSURANCE STATEMENT**

Based on the business considered over the 2024/25 academic year and regular dialogue with management, the Remuneration Committee is assured that there continues to be a strong emphasis on fair and appropriate remuneration and that the University has demonstrated procedural fairness and transparency and accountability. The Committee’s opinion is that, for the year ended 31 July 2025, the Board of Governors may rely on the adequacy and effectiveness of the University’s arrangements for remuneration and the Remuneration Committee’s effective discharge of its responsibilities.

Katy Taylor (Chair of the Committee)  
14 October 2025

## **APPENDIX A: SENIOR STAFF COVERED BY THE REMIT OF THE COMMITTEE FOR 2024/25**

### **Direct reports to the Vice-Chancellor (2024/25):**

#### **Role During 2024/2025**

Provost/Deputy Vice-Chancellor  
Chief Operating Officer  
Executive Director for Students  
University Secretary  
PVC/Dean Faculty of Engineering, Computing and the Environment  
PVC/Dean Health, Science, Social Care and Education  
PVC/Dean of Faculty of Business and Social Sciences  
PVC/Dean Kingston School of Art  
Interim Dean of the Faculty of Business and Social Sciences  
Interim Pro Vice Chancellor - Strategy

### **Other Senior Staff covered by CUC guidance and in role during 2024/2025**

Pro Vice-Chancellor (Education)  
Pro Vice Chancellor (Knowledge Exchange and Innovation)  
Pro Vice-Chancellor (Research)  
Director of Finance  
Director of HR  
Chief Information Officer  
Director of Estates and Sustainability  
Deputy Dean of Health, Science, Social Care and Education  
Deputy Dean of the Faculty of Business and Social Sciences  
Deputy Dean of the Faculty of Engineering, Computing, Environment  
Head of School of Life Sciences, Pharmacy and Chemistry  
Deputy Dean of the Faculty of Kingston School of Arts  
Head of Graduate Research School and Researcher Development  
Head of School of Engineering  
Head of Kingston Business School  
Head of School of Law, Social and Behavioural Sciences

None of the individuals listed above has any involvement in setting their own remuneration.