



27 March 2025

Committee Secretary
Senate Finance and Public Administration Committee
PO Box 6100
Parliament House
Canberra ACT 2600

Dear Committee Secretary,

Remuneration Tribunal Amendment (There For Public Service, Not Profit) Bill 2025

Thank you for Northern Australia Infrastructure Facility's (NAIF) invite to lodge a submission to the proposed amendment of the Bill. There is value to be found with the proposed changes in its aim to ensure that senior office holders are remunerated in a fair and equitable manner. However, the proposal of a maximum remuneration threshold appears counterintuitive to the objective of the amendment.

To ensure fairness, the remuneration of senior office holders should appropriately reflect the scope and significance of their responsibilities. This includes accounting for the complexity of their role, the number of direct reports they oversee, the scale of the budget under their management and the broader impact of their decisions on the Australian public. Such remuneration should be proportionate to the tangible benefits and long-term value these leaders create for society.

While it is agreed that these roles exist to serve the public rather than generate profit, it is equally important to recognise that attracting and retaining exceptional talent requires competitive compensation. The individuals who take on these positions are expected to navigate intricate challenges, drive innovation, and deliver high-quality policies and services that benefit millions of Australians. For this reason, their salaries must be reasonably aligned with those offered by non-governmental organisations, ensuring that public institutions remain competitive and can secure the calibre of leadership necessary for success.

While remuneration should not grossly exceed the responsibilities of the office holder, it should be reflected by the scope of their duties, taking into account the multifaceted nature of their responsibilities. This includes evaluating the complexity and scale of the role, such as managing intricate systems, addressing diverse stakeholder needs, and making decisions that carry significant societal or economic implications. Additionally, the impact of their leadership measured through the outcomes they achieve and the value they create for the public should play a crucial role in shaping appropriate remuneration as opposed to an arbitrary cap.

Thank you for taking the time to review this submission.

Yours sincerely,

Tracey Hayes
Chair
Northern Australia Infrastructure Facility