



Executive Summary of Business for Council

Title	Remuneration Committee Annual Report to Council 2024 – 2025
Status	Open
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Date	20/11/2025
Summary of paper	The paper addresses requirements specified by the Office for Students (OfS) and the Committee of University Chairs (CUC) in relation to remuneration. The report sets out the Remuneration Annual Report to Council.
Strategic context	<p>Under the Higher Education Research Act 2017, the Secretary of State issued strategic guidance that asks the OfS to: (a) drive better value for money and transparency in relation to senior staff pay; (b) publish guidance on severance pay and the remuneration of senior staff; and (c) ask Higher Education Institutions (HEIs) to publish their pay ratios, to aid transparency. Consequently, the OfS issued an Accounts Direction with which HEIs must comply as an on-going condition of registration. That Accounts Direction informs the Audited Financial Statement (AFS), prepared by the Director of Finance.</p> <p>The Accounts Direction also provides that the HEI must “have regard to” the Higher Education Senior Staff Remuneration Code issued by CUC. Use of the CUC Code is voluntary, but HEIs are encouraged to adopt it and the University has done so. The CUC Code requires the production of a Remuneration Annual Report (RAR) to the HEIs governing body, this is set out below.</p>
Suggested reading	OfS: Regulatory advice 9: Accounts direction. Guidance on preparing and publishing financial statements see: Accounts direction OfS 2019.41 CUC: The Higher Education Senior Staff Remuneration Code (November 2021)

Classification	No Classification
Risk analysis	Failure to submit and publish the Remuneration Annual Report would carry reputational risk, such as raising doubts about the good stewardship of the University.
Academic Freedom and Freedom of Speech	When drafting this report, the Academic Freedom and Freedom of Speech implications were considered, and no risks were identified.
Resource implications	None Identified
Value for Money	The production of this report ensures the University is judiciously using its funds, and is in compliance with the CUC Higher Education Senior Staff Remuneration Code.
Equalities Impacts	This report has been produced with reference to the CUC's "The Higher Education Remuneration Senior Code Staff (November 2021)". Compliance with the code provides greater assurances to key stakeholders and partners, including the student community and wider society.
Environmental Impacts	If approved this recommendation will not increase: energy use, pollution, waste; or result in a loss of biodiversity.
Consultation	Remuneration Committee A were consulted and approved the report below.
Future actions	This cover report, and the RAR appended is an annual exercise.
Effective date of introduction	For context, the Audited Financial Statement (AFS) must be published on our website no more than two weeks after it is signed by the Chair of Council and the Accountable Officer (the Vice-Chancellor), and at the latest by the end of December 2025 - (being a maximum of five months from the end of the 2024/25 financial year on 31 July). The AFS must be submitted to the OfS by the 31 December 2025 (with concessions if institutions have good reason). Given the publication dates for the AFS we suggest aligning publication of the Remuneration Annual Report with that timetable, i.e. before the end of calendar year 2025.
Recommendation	Council is asked to APPROVE the signing and publication of the Remuneration Committee Annual Report to Council 2024/25.

Remuneration Committee Annual Report to Council 2024/25

1. Introduction

- 1.1. This report covers the financial year 1st August 2024 to 31st July 2025 and any significant events up to the date of the circulation of the report to Council (28 November 2025).
- 1.2. The Committee of University Chairs (“CUC”), published the “Higher Education Senior Staff Remuneration Code” in June 2018, which was updated in November 2021. The “CUC Code” is voluntary, but governing bodies of Higher Education Institutions (HEIs) are encouraged to adopt it to demonstrate “leadership and stewardship in relation to remuneration within their institutions, illustrate the values that underpin their operation and help to protect institutional reputation and provide greater assurances to key stakeholders and partners, including the student community and wider society.” The University of Sussex, has adopted the CUC Code. The CUC Code requires the submission of a Remuneration Annual Report (“RAR”) to Council by the Remuneration Committee (Rem Com).
- 1.3. When drafting this RAR, the University has also considered the guidance issued by the OfS in October 2019: [Compliance with the 2017-18 Accounts Direction: Observations, Compliance and Areas for Improvement](#). This guidance was based upon an assessment of reports in previous years that were submitted by HEIs.
- 1.4. The CUC Code notes that “fair and appropriate remuneration is key to the success and development of the UK HE sector, operating as it does within an intensively competitive global environment.” The CUC Code identifies three elements of fair and appropriate remuneration:
 - 1.4.1. a fair, appropriate and justifiable level of remuneration;
 - 1.4.2. procedural fairness; and
 - 1.4.3. transparency and accountability.

Each element is underpinned by a set of principles. The CUC Code further explains these elements and principles through a series of Explanatory Notes. The principles set out in the CUC Code apply to all remuneration decisions affecting the Vice-Chancellor and senior staff.

- 1.5. Whilst the CUC Code details a variety of matters that might be included in the RAR, it notes that in different jurisdictions across the UK reporting requirements vary and so the Code is to be used on an “comply or explain” basis. The following RAR for 2024-25 is drafted on the principal of complying with the code, and on that basis follows the format proposed by CUC. Whilst the University takes seriously the remuneration of all staff, this Report only focuses upon senior staff pay, in accordance with the CUC Code.
- 1.6. For the purposes of this report senior staff are defined as members of the University’s Leadership Forum (ULF) which includes the University’s Executive Team (UET). Details of the full membership of ULF is appended at Annexe A.
- 1.7. In the November 2021 update, the CUC Code explanatory notes added a definition of Fair Work for the first time. Fair Work is defined as “where workers are fairly rewarded, heard and represented, secure and able to progress in a healthy, inclusive environment where rights are respected.” There are six characteristics of Fair Work listed, the first of which is Fair Reward. There are nine indicators of fair reward set out in the Code’s explanatory notes,

one of which is that the Real Living Wage is paid for all working hours and that the employer has achieved or is working towards accreditation as a Living Wage Employer. The University gained Living Wage Foundation accreditation in October 2022, although had been paying the Foundation's Living Wage rate on a voluntary basis since 2014.

- 1.8. The CUC Code stipulates as a principle of fair pay that "remuneration must consider matters of equality, diversity, and inclusion to ensure that there are no biases pertaining to gender or other protected characteristics within the pay structure." As part of delivering our strategic ambitions, as laid out in our Inclusive Sussex Strategy and People Strategy, and in line with our Values, the University has a comprehensive set of actions to drive improvements across all aspects of equality, diversity, and inclusion (e.g. Athena Swan action plan, Race Equality Charter action plan). These actions also underpin this CUC principle. The University continues to make significant progress which is reported in the University Annual EDI Report, which can be found at: <https://www.sussex.ac.uk/equalities/publications/ediannualreports>.
- 1.9. Furthermore, Remuneration Committee receives reports in February each year detailing the outcomes of the Discretionary Pay Review (DPR) and the protected characteristics of Market Supplement recipients to ensure that the policies and practices endorsed by Remuneration Committee do not have any unintended consequences and are aligned to the University's responsibilities and values outlined in 1.8 above.

2. Remuneration Committee Membership and Terms of Reference:

- 2.1. The University has established two Remuneration Committees:
 - 2.1.1. Rem Com A: is responsible for determining, reviewing and reporting on the remuneration of the Vice-Chancellor. The Committee is chaired by an Independent Member of Council. The Committee comprises five other Independent Members of Council: they are the Chair of Council, the Chair of the Strategy and Performance Committee, the Chair of the Audit and Risk Committee, the Chair of the Finance and Resources Committee and a member of the Finance and Resources Committee. The Committee cannot further delegate its responsibilities to any deputies. The Vice-Chancellor is neither a member of the Committee, nor are they in attendance for any meetings. Two senior staff officers are in attendance, they are Chief Operating Officer and the Executive Director of Human Resources who attends to present papers requested by the Committee and answer questions on remuneration processes. The Executive Director of HR is supported by the Reward Manager who acts as secretary to the committee.
 - 2.1.2. Rem Com B: is responsible for determining, reviewing and reporting on the principles and strategy for the reward of all other employees of the University, including the University Executive Group and University Leadership Team. The membership of the Committee is the same as for Rem Com A. The Vice-Chancellor is not a member of the Committee, but is in attendance to discuss the remuneration of other senior staff. No member of staff is present for discussion of their own remuneration and must leave the meeting should this be an agenda item.
- 2.2. The Terms of Reference for the Remuneration Committee, in operation during the year to which this report relates is appended at Annexe B.

3. Remuneration Committee Meetings:

- 3.1. Rem Com A met three times in the academic year 2024 – 2025, please see table 1 below for details.

TABLE 1: Rem Com A - Committee Meetings for 2024-2025

Date of Meeting	Independent Council Members Present	In Attendance
25 October 2024	Professor Stephen Caddick (Chair), Rosemary Martin, Mark Devlin, Tony Bullman, David Curley	Emma Potts (Interim Chief Operating Officer), Colin Shipp (Executive Director of Human Resources), Matt Naish (Assistant Director of Human Resources: Reward and Retention; and Secretary)
7 February 2025	Professor Stephen Caddick (Chair), Rosemary Martin, Mark Devlin, Tony Bullman	Colin Shipp (Executive Director of Human Resources), Jenny James (Reward Manager; and Secretary)
6 June 2025	Professor Stephen Caddick (Chair), Rosemary Martin, Mark Devlin, John Connors	Emma Potts (Interim Chief Operating Officer), Colin Shipp (Executive Director of Human Resources), Jenny James (Reward Manager; and Secretary)

- 3.2. Rem Com B met five times in the academic year 2024 – 2025, please see table 2 below for details.

TABLE 2: Rem Com B - Committee Meetings for 2024-2025

Date of Meeting	Independent Council Members Present	In Attendance
25 October 2024	Professor Stephen Caddick (Chair), Rosemary Martin, Mark Devlin, Tony Bullman, David Curley	Professor Sasha Roseneil (Vice-Chancellor), Emma Potts (Interim Chief Operating Officer), Colin Shipp (Executive Director of Human Resources), Matt Naish (Assistant Director of Human Resources: Reward and Retention; and Secretary)

14 November 2024	Professor Stephen Caddick (Chair), Rosemary Martin, Mark Devlin, Tony Bullman	Professor Sasha Roseneil (Vice-Chancellor), Emma Potts (Interim Chief Operating Officer), Colin Shipp (Executive Director of Human Resources), Matt Naish (Assistant Director of Human Resources: Reward and Retention; and Secretary)
7 February 2025	Professor Stephen Caddick (Chair), Rosemary Martin, Mark Devlin, Tony Bullman	Professor Sasha Roseneil (Vice-Chancellor), Colin Shipp (Executive Director of Human Resources), Jenny James (Reward Manager; and Secretary)
18 February 2025	Professor Stephen Caddick (Chair), Rosemary Martin, Tony Bullman, David Curley	Professor Sasha Roseneil (Vice-Chancellor), Colin Shipp (Executive Director of Human Resources), Jenny James (Reward Manager; and Secretary)
6 June 2025	Professor Stephen Caddick (Chair), Rosemary Martin, Mark Devlin, John Connors	Professor Sasha Roseneil (Vice-Chancellor), Emma Potts (Interim Chief Operating Officer), Colin Shipp (Executive Director of Human Resources), Jenny James (Reward Manager; and Secretary)

4. **Approach to Senior Staff Remuneration**

- 4.1. The University has adopted the CUC Code to guide its approach to decisions relating to the remuneration of its senior staff (as defined in 1.6 above) to ensure that, through the work of its two Remuneration Committees, it is able to demonstrate its processes for determining senior staff pay are rigorous, transparent and fair. This is in order to give assurance to: the University's students, staff, alumni, funders, the Government, and the public generally, that the University is judicious in its use of resources and how it remunerates its senior staff. In particular, balancing the need to recruit, retain and reward high calibre staff who are able to deliver the best outcomes for students, society and the economy while demonstrating effective use of the University's resources.
- 4.2. The University uses the Hay job evaluation scheme to evaluate senior roles which ensures a fair, consistent and transparent approach to remuneration for this cohort. For academic roles, and all professional services roles at grade 9 and below the University uses the Higher Education Role Analysis (HERA) job evaluation methodology.

- 4.3. Remuneration Committee approved the introduction of a Discretionary Pay Review (DPR) scheme for senior staff in 2023. These staff had previously been excluded from the University's established pay award processes. This non-contractual scheme provides the opportunity for staff to receive either a non-consolidated or consolidate pay award where exceptional performance can be demonstrated.
- 4.4. In 2024-25 the University took the decision not to run the DPR scheme, including for senior staff, across the University due to financial challenges. The DPR scheme was run in Brighton and Sussex Medical School due to the different funding structure of the school. The number of awards made to senior staff was very low. Further details have not been provided in this report as it would likely identify individual staff members.
- 4.5. At its June 2024 meeting Remuneration Committee B approved in principle a Professorial Pay Framework, with implementation contingent on the University's financial position, and the development of an appropriate implementation plan and timescales.

Senior Staff Performance

- 4.6. Senior staff performance is managed through a well-established process of objective-setting, performance reviews and development discussions. A range of institutional indicators inform individual objectives, including:
 - 4.6.1. Education: e.g. TEF, NSS, student outcomes and employability, teaching awards, feedback on the student experience, education innovation.
 - 4.6.2. Research: e.g. research leadership, publications, grants, impact, citations, engagement.
 - 4.6.3. Leadership and citizenship: e.g. quality of academic or professional leadership, excellent service provision and continuous improvement, enhanced Faculty, School or Service performance, contribution to wider University goals beyond own functional role, through project leadership, Committee work, assuming additional Officership roles, leading major change projects.
 - 4.6.4. Engagement: e.g. leadership in external academic or professional networks: regional, national and international, contribution to Government's Industrial and Civil Society Strategies, shaping or contribution to external policy agenda.
 - 4.6.5. The University's values as outlined in the [Sussex 2035](#) strategy document.
 - 4.7. The performance of senior staff (see 1.6 above for Senior Staff definition) is appraised using a robust appraisal system, which is an important tool to ensure performance against key objectives. The University's Capability Policy/Process as described in [University Regulation 33](#) would be activated in the case of poor performance.
 - 4.8. The national pay negotiations that took place in 2024/25 resulted in a pay increase of 1.4% for all staff on the national pay spine.
 - 4.9. All senior staff whose pay is above the levels in the national pay scale will also receive a 1.4% salary increase.
5. **Pension schemes**
- 5.1. The remuneration package also includes pensions. The two schemes to which most senior staff will belong are the Universities Superannuation Scheme and (for some Clinical

Academics) the NHS Pension Scheme. More information about the schemes, including contribution rates can be found at <https://www.uss.co.uk/> and <https://www.nhsbsa.nhs.uk/nhs-pensions> respectively.

6. Vice-Chancellor's remuneration

- 6.1. The total remuneration package of the Vice-Chancellor is reported in accordance with the OfS Accounts Direction.

Emoluments of the Vice-Chancellor Professor Sasha Roseneil (01/08/2024 to 31/07/2025)	Year Ended 31 July 2025 (£'000)	Year Ended 31 July 2024 (£'000)
Salary	303	297
Pension contributions	44	4
USS Death in service and incapacity benefits	-	8
	347	309

- 6.2. Pension contributions made are in respect of employer's contributions to USS and are paid at the same rates as for other academic and related staff.

Pay Ratios

- 6.3. The table below expresses the Vice-Chancellor's salary and total remuneration in comparison with the median earnings of other employees.

Vice-Chancellor Professor Sasha Roseneil	Year Ended 31 July 2025	Year Ended 31 July 2024
Vice-Chancellor's salary as a ratio of the median basic salary of staff (excluding sessional staff):	7.0	7.1
Vice-Chancellor's total remuneration as a ratio of the median total remuneration of staff (excluding sessional staff):	6.7	6.3

- 6.4. The latest available data shows that in the year 2023/24, across the sector the median salary ratio (i.e. the comparator figure for the top row in the above table) was 6.9:1, (the lower quartile was 5.9:1 and the upper quartile was 8.1:1). The median pay ratio where total remuneration is calculated (i.e. the second row of the above table) was 7.3:1 (the lower quartile was 6.3:1 and the upper quartile was 8.7:1).¹
- 6.5. To derive the comparator data, we have excluded "sessional workers", for the purpose of this report sessional workers include workers provided to the University by an employment agency, (who are excluded because we do not have a robust process to calculate the full time equivalent for these categories of staff), and casual staff not engaged during the period 01 August 2024 – 31 July 2025 (who are excluded as their earnings during the period covered by this report are £0).

¹ <https://www.ucea.ac.uk/member-resources/pay-and-reward/pay-ratio-benchmarking/>

Justification of Vice-Chancellor's remuneration

- 6.6. The Vice-Chancellor's remuneration package reflects the depth and breadth of accountability and skills required to lead an institution such as the University of Sussex which operates against a backdrop of an increasingly dynamic and highly competitive market within a regulated environment, alongside sector wide financially challenging circumstances. In determining the Vice-Chancellor's remuneration, the Remuneration Committee considers comparative data (see below) and considers the wider remuneration context of the University. It also receives from the Chair of Council an assessment of the Vice-Chancellor's performance against her objectives for the year and considers the University's progress on the key metrics described elsewhere in this Annual Report.
- 6.7. The aim of the Remuneration Committee is to seek to reward the Vice-Chancellor with a basic salary and total remuneration which is comparable to the median of comparator institutions. It is noted that from July 2024 the Vice-Chancellor joined the USS (Pension Scheme) as a full member of the Scheme and that the payments of employer contributions were consistent with pension contributions made in respect of employer's contributions to USS for other academic and related staff.

Comparator Salary information for Head of Institution

- 6.8. At its meeting in October 2024 Remuneration Committee A reviewed the Vice-Chancellor's salary. To inform this review VC remuneration at the University's nominated comparator institutions was looked at. This enables Remuneration Committee to provide assurance that the University is not out of step with the wider HEI sector as well as demonstrating compliance with the CUC code on Senior Remuneration which states within its first principle that "Remuneration should take account of the context in which the institution operates."

8. External appointments and expenses

- 8.1. The University's Policy on the retention of income generated from external bodies can be found at: <https://www.sussex.ac.uk/webteam/gateway/file.php?name=rke-income-distribution-policy-october-2017.pdf&site=377policy-october-2017.pdf&site=377>
- 8.2. The Vice-Chancellor does not retain any income from external bodies.
- 8.3. The University's Policy on Expenses can be found at: <http://www.sussex.ac.uk/finance/how/expenses>
- 8.4. Details of the Vice-Chancellor's expenses are reported publicly on our website on a quarterly basis and can be found [here](#).

9. Severance payments

- 9.1. In making any severance payments the University has regard to the "Guidance on Decisions Taken about Severance Payments in HEI", published by the CUC.
- 9.2. The following information is provided in accordance with the OfS Accounts Direction.
- 9.3. No payments to senior staff in lieu of notice were made to senior staff during the year (2023/24: £Nil).

- 9.4. The total amount of severance payments in 2024/25 was £13,941,000 which was paid across 388 individuals (2023/24: £578,000 across 74 individuals). This figure includes payments for severance, redundancy and loss of office.
- 9.5. All severance payments including compensation for loss of office in respect of higher paid staff are approved by the institution's Remuneration Committee. Amounts for compensation for loss of office and redundancy for all other staff are approved by institution management in accordance with delegated authority. The University Voluntary Leavers Scheme (2024-2025) which resulted in severance payments was approved in line with our governing regulations, including endorsement by the University Remuneration Committee.
- 9.6. The current year total included £13,468,000 of severance payments across 314 individuals in relation to the latest Voluntary Leavers Scheme. This was provided for in the 2023/24 year.
- 9.7. No compensation for loss of office was paid to the Vice-Chancellor (or any former Vice-Chancellor) in the 2024/25 financial year.

ANNEXE A

Table 1: University Executive Team (UET) Roles [As at 31st July 2025]

1	Vice-Chancellor
2	Deputy Vice-Chancellor and Provost
3	Interim Chief Operating Officer and University Secretary
4	Pro Vice-Chancellor (Education and Students)
5	Pro Vice-Chancellor (Culture, Equality and Inclusion)
6	Pro Vice-Chancellor (Research and Innovation)
7	Pro Vice-Chancellor (Global and Civic Engagement)
8	Executive Director of Human Resources
9	Chief Financial Officer
10	Executive Director of Communications, Engagement and Advancement
11	General Counsel and Director of Governance and Compliance
12	Chief Digital and Technology Officer
13	Chief of Staff and Director of the Vice-Chancellor's Office
14	Executive Dean of the University of Sussex Business School
15	Executive Dean of the Faculty of Media, Arts & Humanities
16	Executive Dean of the Faculty of Social Sciences
17	Executive Dean of the Faculty of Science, Engineering and Medicine

Table 2. University Leadership Forum (ULF) roles [As at 31st July 2025]

Members of ULF comprise **all** members of UET in Table 1 plus:

	Heads of Schools (HoS)
1	Dean of University of Brighton and Sussex Medical School
2	HoS of Education and Social Work
3	HoS of Engineering and Informatics
4	HoS of Law, Politics and Sociology
5	HoS of Life Sciences
6	HoS of Mathematical and Physical Sciences
7	HoS of Global Studies
8	HoS of Psychology
9	Dean of the School of Progressive Futures

	Deputy Pro Vice-Chancellors
1	Deputy Pro Vice-Chancellor (Education and Innovation)
2	Deputy Pro Vice-Chancellor (Knowledge Exchange)
3	Deputy Pro Vice-Chancellor (Student Experience)
4	Deputy Pro Vice-Chancellor (International)
	Professional Services Leadership Team members
1	Director for the Student Experience
2	Director of Strategic Projects and Change
3	Director of Faculty Professional and Technical Services
	Deputy Director of Estates and Facilities
2	Director of Research and Innovation Services
3	Director of Library, Culture and Heritage and University Librarian
4	Director of Strategic Planning and Performance
5	Director of Estates, Facilities & Commercial Services
6	Executive Director Special Capital Projects
	Heads of Faculty Operations
1	Head of Faculty Operations for the University of Sussex Business School
2	Head of Faculty Operations for the Faculty of Media, Arts & Humanities
3	Head of Faculty Operations for the Faculty of Social Sciences
4	Head of Faculty Operations for the Faculty of Science, Engineering and Medicine
	Other Ex-Officio members
1	Dean of Doctoral School
2	CEO of the Sussex Innovation Centre
	Professional Services Grade 10 Leaders
1	Assistant Director, IT Strategy and Architecture
2	Deputy Director (Academic Services)
3	Assistant Director (Student Systems and Projects)

4	Deputy University Librarian
5	Secretary of Brighton & Sussex Medical School
6	Associate Director of Technical Operations
7	Deputy Director of IT
8	Deputy Director of Finance
9	Research & Open Scholarship Senior Manager
10	Assistant Director, IT Infrastructure and Cloud
11	Creative Director of the Attenborough Centre
12	Head of Sustainability
13	Assistant Director, IT Operations
14	Director of Development & Alumni Relations
15	Assistant Director, Projects CTO
16	Deputy Director of Human Resources
17	Director of Student Recruitment, Admissions and International Development
18	Director for Student Support & Wellbeing and Director of Student Support Services
19	Deputy Director of GCGC and Head of Legal Services
20	Assistant Director of Finance – Procurement
21	Assistant Director of Finance – Finance
22	Associate Director of Communications

ANNEXE B

Remuneration Committee A – Terms of Reference 2024/25

Remuneration Committee A: Vice-Chancellor's pay (Rem Com A)

Key Role

To determine, review and report on the remuneration of the Vice-Chancellor.

The Committee has a responsibility to ensure that value for money for all students and taxpayers is embedded in decision making, in line with the University's Value for Money (VfM) Policy, having regard to VfM whenever it is called to review proposals and approve plans in line with its delegated authority, ensuring transparency and accountability in operational decision making and planning for the future.

Where appropriate this regard to VfM should include measuring and reporting on performance to determine if projects have delivered their intended outcomes and secured value for money.

Terms of Reference

- a) To determine, review and report on the remuneration of the Vice-Chancellor either on appointment or in post.
- b) To determine any individually negotiated termination package for the Vice-Chancellor.
- c) To comply with the guidance within the CUC Higher Education Senior Staff Remuneration Code in regard to all decisions.
- d) To report annually to Council with a written report

Composition Membership

- Independent member of Council (who is not a Chair of any other sub-committee) (Chair)
- Chair of Council
- Chair of Strategy and Performance Committee
- Chair of Audit and Risk Committee
- Chair of Finance and Resources Committee
- Member of Finance and Resources Committee

In attendance

- Executive Director of Human Resources
- Chief Operating Officer

Deputising for members is not permitted without explicit agreement of the Chair.

The Committee cannot further delegate its responsibilities as set out above.

Committee Management

Secretary:	Through the HR Division
Quorum:	Three members
Frequency of meetings:	Three times per year (additional meetings can be arranged at the request of the Chair).
Reports to:	Council.

Remuneration Committee B – Terms of Reference 2024/25

The following Terms of Reference were UPDATED and AGREED by Rem Com B in February 2025.

Remuneration Committee B: Staff Pay (Rem Com B)

Key Role

The Remuneration Committee B determines, reviews and reports to Council on the principles and strategy for the reward of staff. It also determines, reviews and reports on the remuneration of the Officers of the University (excluding the Vice-Chancellor) i.e. the Deputy Vice-Chancellor/Provost, Pro Vice-Chancellors, Chief Operating Officer and the framework for the remuneration of the senior staff of the University (Professors and Grade 10 Professional Services staff).

The Committee has a responsibility to ensure that consideration of value for money is embedded in decision making, in line with the University's Value for Money (VfM) Policy, that its decisions and approvals are in line with its delegated authority, and that it is accountable for and transparent in its decision making. Where appropriate this regard for VfM should include measuring and reporting on performance to determine if University pay frameworks and reward and recognition initiatives have delivered their intended outcomes and secured value for money.

Terms of Reference

- (a) To determine, review and report on the principles and strategy for the reward of all staff, excluding the Vice-Chancellor.
- (b) To determine, review and report on the remuneration of the Deputy Vice-Chancellor/Provost and Chief Operating Officer, both on appointment and in post.
- (c) To determine the framework for the remuneration (including Discretionary Pay Review) of all staff at G10 level, both on appointment and in post; and to receive reports on the application of this framework.
- (d) To determine the remuneration for individual members of staff, other than those in (b) above, where their total remuneration is above the G10 framework thresholds.
- (e) To receive the outcome of salary reviews for staff in grades 1-9.
- (f) To determine individually negotiated termination packages for members of the University Executive team, excluding the Vice-Chancellor, and any staff whose salary is in excess of £100,000 (the level specified by the CUC in its Guidance on Decisions Taken about Severance Payments) and any guidance from the Office for Students on this matter.
- (g) To determine individually negotiated termination packages for all staff (except the Vice-Chancellor) where the package is expected to exceed £95,000.
- (h) To receive assurance regarding the design and principles of any University wide scheme which is intended to result in multiple termination packages.
- (i) To comply with the guidance within the CUC Higher Education Senior Staff Remuneration Code in regard to all decisions

Composition

Membership

- Independent member of Council (who is not a Chair of any other sub-committee) (Chair)
- Chair of Council
- Chair of Strategy and Performance Committee
- Chair of Audit and Risk Committee
- Chair Finance and Resources Committee
- Member Finance and Resources Committee

In attendance

- Vice-Chancellor
- Chief Operating Officer and University Secretary*
- Executive Director of Human Resources*

**Officers to withdraw when matters relating to their remuneration are under consideration.*

Deputising for members is not permitted without explicit agreement of the Chair.
The Committee cannot further delegate its responsibilities as set out above.

Committee Management

Secretary

Provided through the HR Division

Quorum

Three members

Frequency of meetings

Three times per year.

Additional meetings can be arranged at the request of the Chair.

Reports to

Council