

Remuneration Committee Annual Report to Council

2022/23

1. Introduction

- 1.1. This report covers the financial year 1st August 2022 to 31st July 2023 and any significant events up to the date of the circulation of the report to Council (15 November 2023).
- 1.2. The Committee of University Chairs (“CUC”), published the “Higher Education Senior Staff Remuneration Code” in June 2018, and it 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: (i) a fair, appropriate and justifiable level of remuneration; (ii) procedural fairness; and (iii) 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 2022-23 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. In the November 2021 update, the CUC Code explanatory notes added a definition of Fair Work for the first time. Fair Work is “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. Notably, 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.
- 1.7. 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>.
- 1.8. Furthermore, Remuneration Committee receives reports regarding the protected characteristics of university employees in February each year detailing the outcomes of the Discretionary Pay Review (DPR), the protected characteristics of Market Supplement recipients, £100k+ earners (see table at 7.1 below) and of the Professoriate, 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 1.7 above.
- 1.9. For the purposes of this report senior staff are defined as University’s Leadership Team (ULT) which includes the University’s Executive Group (UEG). Details of the full membership of ULT is appended at Annexe A.

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 four other Independent Members of Council: they are the Chair of Council, the Vice Chair of Council, the Chair of the Strategic Performance and Resources Committee and the Chair of the Audit and Risk 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, in their capacity as Secretary to Council and the Director of Human Resources who attends to present papers requested by the Committee and answer questions on remuneration processes. The Director of HR is supported by the Assistant Director of Human Resources: Reward and Retention 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 is appended at Annexe B.
- 2.3. The Nominations Committee considers nominations for membership of Council and its Committees.

3. Remuneration Committee Meetings

- 3.1. Rem Com A met once in the academic year 2022 – 2023 on 07 October 2022, please see table 1 below for details.

TABLE 1: Rem Com A - Committee Meeting for 2022-2023

Date of Meeting	Independent Council Members Present	In Attendance
07 October 2022	Professor Stephen Caddick (Chair), Dame Denise Holt, David Curley, Kirstin Baker, Rosemary Martin (as observer).	Melanie Bywell (Deputy Director of Human Resources), Matt Naish (Assistant Director of Human Resources: Reward and Retention; and Secretary)

- 3.2. Rem Com B: the number and dates of meetings and members' attendance for the academic year 2022-2023 may be found in the table below:

TABLE 2: Rem Com B - Committee Meetings for 2022-2023

Date of Meeting	Independent Council Members Present	In Attendance
07 October 2022	Professor Stephen Caddick (Chair), Dame Denise Holt, David Curley, Kirstin Baker, Rosemary Martin (as observer).	Professor Sasha Roseneil (Vice-Chancellor), Dr Tim Westlake (Chief Operating Officer and University Secretary), Melanie Bywell (Deputy Director of Human Resources), Matt Naish (Assistant Director of Human Resources: Reward and Retention; and Secretary)
10 February 2023	Professor Stephen Caddick (Chair), Rosemary Martin, Kirstin Baker	Professor Sasha Roseneil (Vice-Chancellor), Dr Tim Westlake (Chief Operating Officer and University Secretary), Peter Mitchell (Director of Human Resources), Matt Naish (Assistant Director of Human Resources: Reward and Retention; 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. During 2022/23 the University implemented a new reward scheme for all Grade 10 staff* who are not part of the Professoriate and had been excluded from the University's established variable pay award process, called the Discretionary Pay Review (DPR) (*Note: with the exception of the Vice-Chancellor, Provost and Chief Operating Officer).

- 4.3. At its February 2023 meeting Remuneration Committee B approved the introduction of a Discretionary Pay Review (DPR) scheme for this cohort of leaders (i.e. PVCs, Heads of School, Directors of Professional Services and their deputies).
- 4.4. This new scheme ran for the first time in 2023 and in May 2023 thirty-three leaders were rewarded for exceptional performance. The scheme provides a non-consolidated award for exceptional performance up to a year and where the performance is over a longer period then the award may be consolidated. Going forward this scheme will run on an annual basis and will provide a mechanism for this leadership cohort to receive pay awards through the DPR scheme, akin to other University staff who already have access to the DPR scheme, thereby introducing parity with other staff groups whose exceptional performance is recognisable through a comparable scheme.
- 4.5. The Grading Framework related to the Professoriate has been incorporated into a wider project to review the Academic Promotions process and to ensure the University is compliant with the Declaration on Research Assessment (DORA), which seeks to improve the ways in which researchers and their outputs are evaluated. The University aspires to implement the grading framework for the Professoriate in the 2024/25 academic year.

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:
- a) Education: e.g. TEF, NSS, student outcomes and employability, teaching awards, feedback on the student experience, education innovation.
 - b) Research: e.g. research leadership, publications, grants, impact, citations, engagement.
 - c) leadership and citizenship: e.g. quality of academic or professional leadership, excellent service provision and continuous improvement, enhanced 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.
 - d) 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.
 - e) The University's values as outlined in the [Sussex 2025](#) strategy document.
- 4.7. The performance of senior staff (see 1.9 above for Senior Staff definition) is appraised using a robust appraisal system, the outcome of the annual appraisal is one of the considerations used when determining the outcome of the Discretionary Pay Review (see 4.2), as such the appraisal system 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 2023/24 national pay negotiations were brought forward in agreement between University and Colleges Employer Association (UCEA) and the sector unions. The final pay offer, which involved pay increases to be made with effect from 1 February and 1 August 2023, was rejected by the unions and an impasse on pay was reached. As a result, UCEA instructed members to implement the first tranche of pay uplifts from March 2023, backdated to 1 February 2023. This

is the approach that Sussex took. The total maximum cost of living increase was 7% and was received by staff on spinal points 10-14. Staff on spinal points 15-25 received a total 6% increase and those on spinal points 26 and above received a 5% increase. The first tranche of this was paid in February 2023, with a £1,000 salary increase being awarded to those on spinal points 10-41 and a 2% increase being awarded to those on spinal points 42 and above, with the balance being implemented on 1 August 2023.

- 4.9. All senior staff, with the exception of the Vice-Chancellor receive the national cost of living award each year. The Cost of Living award is nationally negotiated each year and this year UCEA noted that “this uplift saw almost half of the increase delivered six months early, helping colleagues working across the sector and strongly weighted towards those on the lowest pay points.”

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.
- 5.2. The University operates a pension pay supplement policy for those staff who may be negatively impacted by pension tax rules. This policy is cost neutral.

6. Vice-Chancellor’s remuneration

- 6.1. The total remuneration package of the Vice-Chancellor is reported in accordance with the OfS Accounts Direction.
- 6.2. This year’s report includes information relating to two Vice-Chancellors to enable comparison between years as the current Vice Chancellor was appointed from 01/08/2022. Professor David Maguire acted as Interim Vice-Chancellor from 01/09/2021 to 31/07/2022.

Emoluments of the previous interim Vice-Chancellor David Maguire (01/09/2021 to 31/07/2022)	Year Ended 31 July 2023 (£'000) ¹	Year Ended 31 July 2022 (£'000)
Salary	28	229
Other pay	16	1
Non-taxable benefits: USS Death in service and incapacity benefits	-	-
	44	230

¹ David Maguire was paid from Sep-21 onwards at 1FTE, however the salary he was receiving each month was updated until Nov-21 where it remained static until the new VC took over in Aug-22. From then he went to 0.1 FTE until Jul-23.

6.3. Professor Sasha Roseneil was appointed as the new Vice-Chancellor from 1st August 2022.

Emoluments of the Vice-Chancellor Professor Sasha Roseneil (01/08/2022 to 31/07/2023)	Year Ended 31 July 2023 (£'000)	Year Ended 31 July 2022 (£'000) ²
Salary	285	-
Other pay	31 ³	-
Non-taxable benefits:		
Qualifying relocation expenses	8	-
USS Death in service and incapacity benefits	18	-
	342	-

6.4. Professor Sasha Roseneil lived in accommodation owned by the University on a short-term basis however she paid full market rent for this.

6.5. 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

6.6. The table below expresses the interim Vice-Chancellor's salary and total remuneration in comparison with the median earnings of other employees. Please note that David Maguire's full time equivalent basic salary in 2021-22 was c.£250k, whereas in 2022-23 this increased to a full time equivalent basic salary of c.£283k. This increase was the reason for the difference in the pay ratios in the table below.

Interim Vice-Chancellor David Maguire	Year Ended 31 July 2023	Year Ended 31 July 2022
Vice-Chancellor's salary as a ratio of the median basic salary of staff (excluding sessional staff):	7.5	6.7
Vice-Chancellor's total remuneration as a ratio of the median total remuneration of staff (excluding sessional staff):	6.3	5.3

Vice-Chancellor Professor Sasha Roseneil	Year Ended 31 July 2023	Year Ended 31 July 2022

² Vice-Chancellor Sasha Roseneil began in post on 01/08/2022

³ Non-qualifying relocation expenses - taxable

Vice-Chancellor’s salary as a ratio of the median basic salary of staff (excluding sessional staff):	7.5	-
Vice-Chancellor’s total remuneration as a ratio of the median total remuneration of staff (excluding sessional staff):	7.6	-

- 6.7. The latest available data shows that in the year 2021/22, across the sector the median salary ratio (i.e. the comparator figure for the top row in the above table) was 7.1:1, (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 6.0:1 and the upper quartile was 8.6:1).⁴
- 6.8. 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 zero hours staff not engaged during the period 01 August 2022 – 31 July 2023 (who are excluded as their earnings during the period covered by this report are £0).

Justification of Vice-Chancellor’s remuneration

- 6.9. Professor Sasha Roseneil began in post on 1st August 2022. In her interview for the role of Vice-Chancellor, Professor Roseneil articulated a clear and compelling vision for the University. This is for Sussex to be recognised nationally and globally as a university that is making a unique, innovative, and transformative contribution to environmental sustainability and human flourishing through its research and enterprise, through its educational and extra-curricular provision, and in its institutional life and actions.
- 6.10. In her first year, Professor Roseneil began to bring that vision to life. Her objectives for the year were a blend of matters requiring immediate attention and longer-term areas of focus. They included:
- improving Sussex’s standing, focusing on regulation and reputation matters,
 - fostering community spirit,
 - ensuring institutional sustainability by strengthening and updating underpinnings and infrastructure, and
 - leading the planning and strategy for Sussex’s future.
- 6.11. Professor Roseneil focused on each of these objectives and made a very strong start in delivering on them. Set out below are the highlights of the work Professor Roseneil undertook during the year in fulfilment of these objectives.
- 6.12. To improve Sussex’s standing, Professor Roseneil took an active part in the preparation of the University’s Teaching Excellence Framework (TEF) submission; engaged with the Office for Students; commissioned a review of student experience; and established a working group to

⁴ <https://www.ucea.ac.uk/member-resources/pay-and-reward/pay-ratio-benchmarking/>

focus on reputation building. Much of the management of this work is ongoing so it is too early to assess impact.

- 6.13. In addition, Professor Roseneil met with stakeholders of the University in the UK and internationally. She has developed relationships with other higher education institutions, met with UK members of Parliament, local authorities and local employers; and visited partners, alumni and other stakeholders in China, Singapore, Malaysia, Hong Kong, Thailand, USA and Mexico.
- 6.14. Professor Roseneil also contributed to the national debate on higher education by having thought-pieces and articles published in the national press and academic media on a range of topics, including [Universities playing their part in nature's recovery, encouraging under-represented groups applying to University and Challenging texts for students].
- 6.15. The arrival of the new Vice-Chancellor in 2022/2023 provided a great opportunity to strengthen our links with alumni and supporters and excite them about the future of the University. 2022/2023 was one of the most successful years in terms of philanthropic income raised, with just under £10M pledged.
- 6.16. 2022/23 was marked by the sector-wide industrial action and marking and assessment boycott by members of the UCU which affected Sussex and other universities and, regrettably, affected students and staff. Building a strong community at Sussex is one of Professor Roseneil's objectives and as part of this Professor Roseneil has overseen the work to deliver the UCU/University of Sussex agreement that was made in 2022 to re-set collegiate relations on campus.
- 6.17. To improve communications within the University, during 2022/23 Professor Roseneil led "town hall" and other meetings with University Schools, faculty and staff on a wide range of topics including: proposals to develop the academic structure of the University, advancing 'inclusive Sussex', mental health and well-being, academic freedom and freedom of speech, and responsibilities as a regulated institution. During the year, she also visited academic departments and divisions of Professional Services and introduced regular communications to staff and students to deepen her understanding of the University and to establish trusted communications channels.
- 6.18. Professor Roseneil has also developed relationships with the Students' Union and student societies. She oversaw the University's response to the cost of living crisis, winning notable plaudits (<https://www.sussex.ac.uk/broadcast/read/60372>) for the support offered students.
- 6.19. A key dimension of a healthy community is its environment and so the catering and facilities management contracts were re-procured during the year with clear commitments to sustainability and recognition of the University's values being embedded in the new contracts. In addition, Professor Roseneil oversaw the programme for improved IT capabilities on campus and the plans for development of the West Slope accommodation. She also instigated a programme of remedial work on the fabric of some of the University's buildings.
- 6.20. The University's community was further fostered by key appointments which were made during 2022/23. These were the roles of Deputy Vice-Chancellor & Provost; Pro Vice-Chancellor Global

& Civic Engagement; Pro-Vice Chancellor Student Experience & Education; General Counsel; Chief of Staff; and HR Director; and a number of Heads of School on an interim basis while the faculty model is implemented. Professor Roseneil is also overseeing the recruitment to the new Chief Financial Officer role (replacing the current Finance Director role).

- 6.21. During this first year Professor Roseneil also worked to support the new Chair of Council (Rosemary Martin) following the retirement of the former Chair of Council, Dame Denise Holt.
- 6.22. Professor Roseneil addressed the objective of strengthening and updating the underpinnings and infrastructure of the University by reviewing governance and delivery structures. In the year, Council approved the proposal to develop a Faculty structure in the University. This will become effective in 2024/5. The faculty model is expected to build on our pioneering history of interdisciplinary research and education, and will strengthen academic leadership and ensure greater resilience across the University.
- 6.23. Executive governance and delivery were also reviewed and enhanced with a particular focus on ensuring the University's sustainability commitments can be delivered. Also, a review of the University's policies was begun with a view to ensuring they remain up-to-date, relevant and proportionate. The first set of policies to be reviewed were those covering academic freedom, freedom of speech, diversity, inclusion and equality.
- 6.24. Looking to the longer term, Professor Roseneil has led work on several fronts in furtherance of the objective to develop a new strategy for Sussex. Work has been ongoing during the year on the University's Curriculum Reimagined project and workstreams have been established to develop the Sussex 2035 Strategic Plan during 2023/24, with plans for extensive consultation with students, staff, local communities and other stakeholders.

Comparator Salary information for Head of Institution

- 6.25. To inform the salary for the Vice-Chancellor during the period covered by this report, Remuneration Committee A, at its meeting in December 2021 approved a remuneration range for recruiting a new permanent Vice-Chancellor. The range was set with the CUC Code in mind, and is compliant with it. In setting this range a wide range of comparator information was looked at: VC remuneration at selected comparator institutions; the UCEA Senior Staff Remuneration Survey 2020 Data for Vice-Chancellors and the Korn Ferry/Russell Group Pay Survey 2021.

7. Senior Staff Pay – OfS Accounts Direction

- 7.1. The table below, prepared in accordance with the OfS Accounts Direction, shows the number of other staff with a basic salary above £100,000 per annum, broken down into bands of £5,000 as published in our annual accounts. It should be noted that the table below, prepared as it is with regard to the OfS Accounts Direction includes all staff employed by the University earning over £100,000, as such some staff will be represented in the table below, who are not part of the University's definition of Senior Staff for the purposes of this report to council.

			2023	2022
£100,000	To	£104,999	10	17
£105,000	To	£109,999	13	9
£110,000	To	£114,999	9	7
£115,000	To	£119,999	8	6
£120,000	To	£124,999	3	6
£125,000	To	£129,999	2	8
£130,000	To	£134,999	10	5
£135,000	To	£139,999	5	2
£140,000	To	£144,999	3	3
£145,000	To	£149,999	1	4
£150,000	To	£154,999	3	1
£155,000	To	£159,999	1	1
£160,000	To	£164,999	1	-
£165,000	To	£169,999	1	-
£170,000	To	£174,999	-	2
£175,000	To	£179,999	1	-
£180,000	To	£184,999	-	1
£185,000	To	£189,999	1	-
			72	72

Notes: 1) The above is also inclusive of the one employee within Sussex Innovation Centre Management Limited; 2) All Vice-Chancellors are excluded from the salary banding this year as they either left or joined within the financial year.

- 7.2.** The Vice-Chancellors are excluded from the 2022 & 2023 salary banding above as they either left or joined the University within the financial year.

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 (2022: £Nil).
- 9.4. The total amount of severance payments in the year was £1,176,000 which was paid across 81 Individuals (2022: £3,331,000 across 151 individuals). This figure includes payments for severance, redundancy and loss of office.
- 9.5. No compensation for loss of office was paid to the Vice-Chancellor (or any former Vice-Chancellor) in the 2022/23 financial year.

ANNEXE A

Remuneration Committee Meetings

Table 1: University Executive Team (UEG) Roles [1st August 2022 to 31st July 2023]

1	Vice-Chancellor
2	Provost
3	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)
7	Director of Human Resources
8	Director of Finance
9	Director of Communications, Marketing and Advancement
10	General Counsel
11	Dean of Business School
12	Dean of Media, Arts & Humanities
13	Head of School – representing Science Cluster, during reporting period; Head of School of Psychology
14	Head of School – representing Social Science Cluster, during reporting period; Head of School of Global Studies

Table 2. University Leadership Team (ULT) roles [1st August 2022 to 31st July 2023]

Members of ULT comprise **all** members of UEG in Table 1 plus:

	Heads of Schools – where not members of UEG
1	Dean of University of Brighton and Sussex Medical School
2	Education and Social Work
3	Engineering and Informatics
4	Law, Politics and Sociology
5	Life Sciences
6	Mathematical and Physical Sciences
	Deputy Pro Vice-Chancellors
1	Deputy Pro Vice-Chancellor (Education and Innovation)
2	Deputy Pro Vice-Chancellor (Research)
3	Deputy Pro Vice-Chancellor (Student Experience)
4	Deputy Pro Vice-Chancellor (International)
5	Deputy Pro Vice-Chancellor (Knowledge Exchange)
6	Deputy Pro Vice-Chancellor (Academic Experience)
	Directors of Professional Services
1	Student Experience
2	Communications, Marketing & Advancement
3	Research and Enterprise
4	Library
5	University Operations and Strategic Planning
6	IT Services
7	Estates, Facilities & Commercial Services
	Other Members
1	Dean of Doctoral School
2	CEO of the Sussex Innovation Centre
3	Chief of Staff

ANNEXE B

Remuneration Committee A – Terms of Reference 2022/23

The following Terms of Reference were agreed by the Chairs' Committee in November 2019.

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 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 Higher Education Senior Staff Remuneration Code in regards to all decisions.
- d) To report annually to Council with a written report

Composition of Rem Com A

Membership

- Independent member of Council (who is not a Chair of any other sub-committee) (Chair)
- Chair of Council
- Vice Chair of Council
- Chair of Strategic Performance and Resources Committee [until 31-3-2023]
- Chair of the Finance and Resources Committee [from 1-4-2023]
- Chair of the Strategy and Performance Committee [from 1-4-2023]
- Chair of Audit and Risk Committee

In attendance

- Director of Human Resources
- Chief Operating Officer and University Secretary

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:	Triannual (additional meetings can be arranged at the request of the Chair).
Reports to:	Council.

Remuneration Committee B – Terms of Reference 2022/23

The following Terms of Reference were UPDATED and AGREED by Rem Com B in October 2022.

Remuneration Committee B: Staff Pay (Rem Com B)

Key Role:

To determine, review and report on the principles and strategy for the reward of staff. To determine, review and report on the remuneration of the Officers of the University (excluding the Vice-chancellor) i.e. Provost, Pro Vice-Chancellors, Chief Operating Officer and the framework for the remuneration of the broader University Leadership Team and Professoriate. 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 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 principles and strategy for the reward of all staff, excluding the Vice-Chancellor.
- (b) To determine review and report on the remuneration of all Officers of the University (excluding the Vice-Chancellor) i.e. Provost and Chief Operating Officer, either on appointment or in post.
- (c) To determine the framework for the remuneration (including Discretionary Pay Review) of all Heads of School, Professional Services Directors at grade 10, the Librarian, the Professoriate, the PVCs and DPVCs either on appointment or in post; and to receive reports on the application of this.
- (d) To receive the outcome of salary reviews for staff in grades 1-9.
- (e) To determine individually negotiated termination packages for staff in the University Executive Group, excluding the Vice-Chancellor, and any staff whose salary is in excess of the level specified by CUC in its Guidance on Decisions Taken about Severance Payments HEIs, and any guidance from the Office for Students on this matter.
- (f) To determine individually negotiated termination packages for all staff (except the Vice-Chancellor) where the package is expected to exceed £95,000.

(g) To comply with the guidance within the CUC Higher Education Senior Staff Remuneration Code in regards to all decisions.

Composition of Rem Com B

Membership:

- Independent member of Council (who is not a Chair of any other sub-committee) (Chair)
- Chair of Council
- Vice Chair of Council
- Chair of Strategic Performance and Resources Committee [until 31-3-2023]
- Chair of the Finance and Resources Committee [from 1-4-2023]
- Chair of the Strategy and Performance Committee [from 1-4-2023]
- Chair of Audit and Risk Committee

In attendance:

- Vice-Chancellor
- Chief Operating Officer and University Secretary*
- 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: Through the HR Division

Quorum: Three members.

Frequency of meetings: Triannual (additional meetings can be arranged at the request of the Chair).

Reports to: Council.