

THE LONDON SCHOOL OF ECONOMICS AND POLITICAL SCIENCE

COUNCIL

Tuesday 24 June 2025

CONFIRMED MINUTES

A meeting of the Council was held at the Law Society, 113 Chancery Lane, from 10:00am to 4:15pm, on Tuesday 24 June 2025.

Present: Dr Susan Liautaud (Chair), Sir Masood Ahmed (Independent Member), Professor Pauline Barrieu (Vice-Chair of Academic Board), Dr Julia Biggane (Professional Services Staff nominee), Marie Fuchs (Students' Union nominee), Professor Tamar Gendler (Independent Member), Sir David Higgins (Independent Member), Johannes Huth (Independent Member), Dr Musimbi Kanyoro (Independent Member), Professor David Kershaw (Academic Board nominee), Professor Larry Kramer (President & Vice Chancellor), Tito Molokwu (General Secretary of the Students' Union), Professor Niamh Moloney (Academic Board nominee), Gavin Patterson (Independent Member), Stuart Roden (Independent Member), Sonali De Rycker (Independent Member), Dr Angela Spatharou (Independent Member), and Professor Wim Van der Stede (Academic Board nominee), Jose Vinals (Independent Member).

In attendance: James Aitken (Head of Executive Office and Strategy Delivery), Mike Ferguson (Chief Financial Officer), Professor Emma McCoy (Vice President & Pro-Vice Chancellor (Education)), Louise Nadal (School Secretary), Elizabeth Messud (General Counsel), Professor Susana Mourato (Vice President & Pro-Vice Chancellor), Professor Eric Neumayer (Vice President & Pro-Vice Chancellor (Planning & Resources)), Ben Plummer-Powell (Chief Philanthropy & Global Engagement Officer), Professor Charles Stafford (Vice President & Pro-Vice Chancellor (Faculty Development)), Dr Andrew Young (Chief Operating Officer) and Andrew Browning (Interim Head of Governance Services, committee secretary), Professor Nava Ashraf (Professor of Economics and founder and Director of the Altruistic Capital Lab) (*for item 9*).

Apologies: Ali Nikpay (Vice-Chair and Senior Independent Director).

1. ARRIVAL AND WELCOME

- 1.1. Jose Vinals was welcomed to his first meeting of Council.
- 1.2. The Chair confirmed the meeting was quorate.

2. DECLARATIONS OF INTEREST

- 2.1. Pauline Barrieu, Angela Spatharou, and Julia Biggane declared an interest in item 13.

3. MINUTES OF LAST MEETING

PAPER A

3.1. The minutes of the meeting held on 6 May 2025 were approved.

4. MATTERS ARISING

4.1. There were no matters arising to report.

5. PRESIDENT AND VICE-CHANCELLOR'S REPORT

PAPER B

5.1. Council noted and discussed the paper and oral report of the President & Vice-Chancellor which provided an update on School matters, strategic progress and developments and sector updates.

5.2. **Restricted and Confidential**

6. REVIEW OF SCHOOL STRATEGY

PAPER E

6.1. Council received a presentation by the President & Vice-Chancellor on the outcomes of the review of the School's Strategy. Council noted that the main purpose of the strategy was to provide an overview and intellectual vision for the School. Resources would be needed to achieve this vision, with the Operational Excellence Programme being key to its delivery.

6.2. Council discussed plans for the next year relating to the progress of the Operational Excellence Programme and increased philanthropic giving, noting relevant risks relating to student recruitment and the need for different mitigation strategies..

7. 2025 FINANCIAL PLAN AND Q3 FINANCIAL UPDATE

PAPER D

Restricted and Confidential (7.1-7.3)

7.4. Council approved the following:

- a) The 2025 Financial Plan;
- b) The operating and capital budgets for 2025/2026;
- c) The 2025 plan as a basis for the 2025 OfS Annual Finance Return.

8. ENVIRONMENT, SOCIAL AND GOVERNANCE POLICY REVIEW

PAPER C

8.1. Council noted the ESG Policy Review report, the note to Council from the Finance & Estates Committee, and the Policy proposal and concluding reports and documents from the Consultative Group.

8.2. Council discussed the report and related documents, including the following key points:

- a) the review of the School's Environmental, Social, and Governance (ESG) Policy had been brought forward by one year following questions raised in 2023/2024. A Review Group, chaired by Sir David Higgins, had taken this work forward and a Consultative Group comprising faculty, staff and students had been established;
- b) the report had been considered by both the Investment Subcommittee and the Finance and Estates Committee prior to consideration by Council, with responses

being provided to inform the discussion. Both committees had endorsed the recommendations of the report to Council;

- c) there had been very little engagement by the wider staff and student community with the ESG Review Group during the Policy Review process;
- d) a number of key points of debate had been considered and addressed within the report, including the School's obligations to further its charitable mission and mandate through its investments and the potential for trustees to consider non-economic factors, what constituted a political decision when deciding where to invest, and the role of values in making such decisions. This included consideration of issues raised by the Consultative Group in relation to matters such as the nature of international law and the ethics of investment;
- e) despite the careful and extensive work of the Review Group in undertaking the Review, it was acknowledged it would be almost impossible to reach a conclusion which would be satisfactory to the whole School community, not least due to the difficulty in reaching a consensus on what values-based investment should constitute;
- f) the communication of the findings of the report to the wider School community would be important.

8.3. Council recorded its gratitude to the members of the Review Group and the Consultative Group for their work in undertaking the Review and agreed:

- a) to provide a detailed response to the report's findings, and set out what changes would be made to the ESG Policy;
- b) to adopt a series of investment principles for adoption, taking account of the issues which had been discussed throughout the Review;
- c) the School takes values seriously in how it raises money that it invests and that values are a meaningful component in investment decisions;
- d) the establishment of broad principles underpinning investments to aid transparency and facilitate the adoption of a five year policy review cycle, revised as circumstances required.

8.4. Council approved the Review Group's recommendations with two exceptions:

- a) to retain the current schedule of revisiting the Policy formally every five years which was consistent with that applied at peer institutions;
- b) for the Investment Subcommittee to review the position regarding the School's exposure to controversial weapons and report back to Council with a view to exclusion in a manner compatible with the School's financial position.

9. FACULTY PRESENTATION

9.1. Council received a presentation from Professor Nava Ashraf on the work of the Altruistic Capital Lab and the ongoing research into the future of work, community contribution and cultures of inclusion.

10. NEW ARTICLES OF ASSOCIATION

PAPER F

- 10.1. Council considered a draft set of amendments to the existing Articles of Association ("Revised Articles"), which were proposed for adoption by the Company in substitution for, and to the exclusion of, its existing Articles of Association.
- 10.2. After careful consideration of the Revised Articles, Council resolved that the Revised Articles be approved and a Written Resolution sent to the members of the Company for approval.
- 10.3. Council resolved that, subject to and following the passing of the Written Resolution (if applicable), the Secretary would arrange for the Revised Articles and a notice of the passing of the Written Resolution to be filed at Companies House.

11. APPROVAL OF INTERNAL AUDITORS

PAPER G

- 11.1. Council noted that, following a tendering exercise, Audit Committee recommended the re-appointment of KPMG as internal auditors.
- 11.2. Council approved the appointment of KPMG as internal auditors.

12. STUDENT FEE LEVELS 2026 ENTRY

PAPER H

- 12.1. Council approved the proposed student fee levels for 2026 entry.

13. COMMITTEE REPORTS INCLUDING APPROVAL OF APPOINTMENTS

PAPER I

- 13.1. Council noted the reports from recent meetings of Audit Committee, Finance & Estates Committee, Governance Committee and Academic Board.

(Angela Spatharou, Julia Biggane, and Pauline Barrieu left the meeting)

- 13.2. Council approved the following recommendations from Governance Committee:
 - a) the reappointment of Julia Biggane for a second term as an Independent Council member: 01 August 2025 – 31 July 2028;
 - b) The reappointment of Angela Spatharou for a second term as an Independent Council member for 1 year only: 01 August 2025 – 31 July 2026;
 - c) The reappointment of Duncan Johnston as an external member of Audit Committee from 01 August 2025 – 31 July 2028;
 - d) The reappointment of Pauline Barrieu as member of the Finance & Estates Committee for a further one year term from 01 August 2025- 31 July 2026;
 - e) The reappointment of Tim Frost as Chair of Investments Sub Committee from 01 August 2025 – 31 July 2028;
 - f) The appointment of Gillian Day as an external member and Vice-Chair of the Investment Sub Committee from 01 August 2025 – 31 July 2028;
 - g) The reappointment of Ethan Ilzetzki as a STICERD nominee on the Investment Sub Committee for a third term of office: 1 August 2025 – 31 July 2028.

(Angela Spatharou, Julia Biggane, and Pauline Barrieu returned to the meeting)

- 13.3. **Restricted and Confidential**

14. ANNUAL SCHEDULE OF COUNCIL MEETINGS 2026/2027 PAPER J

14.1. Council approved the annual schedule of Council meetings for 2026/2027.

15. FOREIGN INTEREST REGISTRATION SCHEME UPDATE PAPER K

15.1. Council noted the report of the actions being taken to comply with the Government's Foreign Influence Registration Scheme.

16. FOR NOTING: ANNUAL EQUITY, DIVERSITY AND INCLUSION REPORT PAPER L

16.1. Council noted the Annual Equity, Diversity and Inclusion report.