



Queen Mary
University of London

Financial Statements 2024/25





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Queen Mary at a glance

Queen Mary University of London is a leading research-intensive University with a difference — one that opens the doors of opportunity to anyone with the potential to succeed. It is a unique place of world-leading research, and unparalleled diversity and inclusivity, that lives and breathes its history and heritage, and is embedded in the communities it serves.

Our mission is to create a truly inclusive environment, building on our cherished diversity, where students and staff flourish, reach their full potential and are proud to be part of the

University. Dedicated to the public good, we generate new knowledge, challenge existing knowledge, and engage locally, nationally and internationally to create a better world.

32,000

We have over **32,000** students, of which **22,000** are undergraduate.

Most inclusive

In 2021, an Institute of Fiscal Studies report, in partnership with the Sutton Trust and the Department of Education, named us as the **best university in the country for social mobility**. We continue to aim to be the most inclusive university of our kind.

31st

We are a leading research-intensive university, ranked 31st in the world for the **quality of our research** (THE World University Ranking 2026).

Top 100

We are, for the second year running, a **global top 100 university** according to the US News Global Universities Ranking, and among the **top 10 per cent of universities worldwide** according to QS and THE.

Platinum Watermark

We are a **leader in public engagement**, having been the first university to receive the Platinum Watermark from the National Coordinating Centre for Public Engagement in 2021.

170+

With staff and students from **over 170 nationalities**, we are one of the most diverse higher education institutions in the world.

The profile of our domestic undergraduate students in London is distinctive for a Russell Group University and any research-intensive university across the world.

94%

of our students are from state schools.

45%

are first in their family into higher education.

73%

are from ethnic minority groups.

37% are from households where the annual income is less than £35k, qualifying them automatically for the Queen Mary University of London Bursary.

Statement from the Chair and Vice-Chair of Council

We are delighted to introduce Queen Mary University of London's annual report and financial statements for 2024/25. The year has been one of significant achievement, sustained progress, and thoughtful adaptation, reflecting our unwavering commitment to our vision, mission and values, and our continuing pursuit of excellence, inclusivity, and impact. As a leading research-intensive university, Queen Mary continues to make significant advances through research and innovation, education and student experience, engagement and impact, all bound by a fundamental dedication to social justice and equality of opportunity.

In July 2025, we welcomed over 300 alumni and friends to our Founders' Day event, which marked a significant set of anniversaries: the 240th anniversary of the creation of our first founding institution, the London Hospital Medical College; the 60th anniversary of the creation of our School of Law and School of Economics and Finance; the 45th anniversary of the creation of our Centre for Commercial Law Studies; the 20th anniversary of our pioneering Transnational Education partnership with Beijing University of Posts and Telecommunications; and the 30th anniversary of our four founding institutions uniting under a single identity.

While July was a moment to celebrate our past, in June Queen Mary announced an agreement with the Department of Health and Social Care to acquire significant land in East London. This landmark deal will enable the University, working with partners from all sectors, to develop significant life sciences capacity in East London, driving better health outcomes for local people and for communities across the globe. This is an investment in the long-term future of Queen Mary and our mission, during a turbulent period for the higher education sector.

The sector continues to face significant external challenges which require universities across the country to make difficult decisions. Queen Mary's past, and ongoing, strong financial management ensures that we are well placed to navigate these challenges and be able to continue to advance our Strategy.

We extend our sincere gratitude to our dedicated staff, talented students, supportive alumni, and external partners. Your collective efforts and commitment are the driving force behind Queen Mary's success. Together, we continue to uphold our mission to open the doors of opportunity and create a truly inclusive environment where everyone can flourish.



Lan Tu
Chair of Council

Melissa Tatton CBE
Vice-Chair of Council

Strategy Review 2024/25 by the President and Principal

Queen Mary is a university that transforms lives and addresses inequalities. I am proud to lead an organisation whose community of students, staff, alumni and friends are committed to that vision and who remain true to our values every single day. In 2024/25, we continued to make significant progress towards our Strategy 2030 objectives, with advances across our two core pillars of education and the student experience, and research and innovation.

We continue to strengthen our presence and reputation as a world-leading research-intensive university: our academics feature in the most prestigious publications, delivering groundbreaking research and influencing policy across the globe; our research income has grown from £147m in 2023/24 to £161m; through our ongoing strategic investment in global research talent (specifically in translational research in medicine and dentistry, AI, machine learning and computing), in 2024/25 we attracted over 1,200 applications for 21 posts; we are pleased to see that we are beginning to attract the recognition our quality deserves: we climbed a further 10 places in the QS World University Rankings 2026, making us the fastest rising Russell Group University over the past two years, and have maintained our top 100 position in the US News Best Global Universities ranking.

Our presence at international fora and hosting major conferences such as the 2024 Global MOOC and Online Education Conference with British and Chinese government ministers has reinforced our position as a thought leader in global higher education, contributing to important conversations about the future of universities and their role in addressing global challenges.

In November 2024, we were rating 'outstanding' across all categories by the UK Government's Office for Standards in Education (Ofsted) for our apprenticeship provision. Queen Mary was the first Russell Group university to offer degree apprenticeships, which we did because of their potential to further help us open the doors of opportunity for any student, regardless of their background, to succeed. We were therefore particularly pleased, in addition to the overall result, to see the Ofsted assessors recognise our "significant emphasis on promoting social mobility, diversity and inclusion".

The external environment continues to present many challenges. We are managing these challenges and their financial implications well. We continue to concentrate on remaining resilient to ensure our education and research continues to tackle society's biggest challenges, grasps new opportunities and transforms lives across the globe. We are, and plan to remain being, a broad based university. This means that to ensure long-term resilience and ongoing financial viability we must maintain a focus on driving efficiencies and looking at changes we must make to how we deliver excellence in education and research and innovation. This will involve flexing the shape of the University to ensure our level of cost resource across the University more closely matches the number of students on particular programmes, and the funded research activities taking place.

Owing to our financial prudence and strategic planning, we are able to continue investing in our people and our digital and physical estate. 2024/25 saw ongoing work on our brand new home for our School of Business and Management, a new Informatics Teaching Laboratory building and the start of renovation of our iconic Queens' Building as a student hub.

Most significantly, our financial prudence allowed us to realise the opportunity in June 2025 to acquire from the Department of Health and Social Care significant land in Whitechapel, adjacent to our existing campus. This acquisition is a strong statement of our commitment to East London, to world-class research, education and civic engagement. The investment will enable us, working with partners from all sectors, to develop significant multi-disciplinary life sciences capacity in East London, driving better outcomes for local people and for communities across the globe.





Queen Mary 2030 Strategy

The central aim of our Strategy is to deliver world class education and research, underpinned by our commitment to be the most inclusive University of its kind, anywhere. Our mission is to create a truly inclusive environment, building on our cherished cultural diversity, where students and staff flourish, reach their full potential and are proud to be part of the University. Dedicated to the public good, we will generate new knowledge, challenge existing knowledge, and engage locally, nationally and internationally to create a better world.

Our core values

- We will be **inclusive** and maintain our proud tradition of nurturing and supporting talented students and staff regardless of their background and circumstances, and continually enhance our strong engagement with our local and global communities.
- We are **proud** of the difference we can all make when we work collectively.
- We are **ambitious** and we will foster innovation and creativity, disrupt conventional thought, and respond with imagination to new opportunities to further our vision, mission and academic ambitions.
- We will be **collegial** and promote a strong collegial community through openness, listening, understanding, co-operation and co-creation, ensuring focused delivery of our collective vision and strategy.
- We will act with the highest **ethical** standards, and with integrity, in all that we do.

The pillars of our Strategy

Education and the Student Experience

We will deliver an outstanding, inclusive, world-class education and student experience, co-created with our diverse student body, enhanced by our world-leading research and latest technological developments.

Research and Innovation

We will be recognised for our distinctive, world-leading, curiosity-driven and applied research, and will continually build our research capacity for social, cultural and economic impact. Creating communities of diverse scholars across the globe is at the heart of our approach.

People, Culture and Inclusion

We aim to be the most inclusive University of our kind anywhere, recognising that our community of students and staff is at the heart of everything we do. Queen Mary is distinctive in linking its vision of inclusivity to the realisation of its academic mission.

Through 2023/24, at the mid-point of our ten-year Strategy, colleagues across Queen Mary reviewed our 2030 Strategy and the supporting Enabling Plans. In September 2024, we published one of the results of this work, our Strategy

2030 mid-point review, which reflects on our progress since the launch of our Strategy in 2019 and looks ahead to our priorities over the coming five years:

qmul.ac.uk/strategy-2030/mid-point-review/

How we create value for our partners and society

Public benefit

Queen Mary University of London is an exempt charity regulated by the Office for Students. It was established through the Queen Mary and Westfield College Act and the granting of a Royal Charter to promote, for the public benefit, education, research and scholarship and, for that purpose, to provide courses and instruction leading to degrees and other academic awards, to promote and undertake research, and to disseminate the results of such research. The advancement of education, identified as a charitable purpose in the Charities Act 2011, therefore underpins our Purpose and Values.

Queen Mary is known internationally as a world-leading research-intensive university. We are proud to be a member

of the Russell Group. Our defining characteristic is seamlessly combining world-class education and research with a commitment to inclusion and social justice, and service to our local and global communities through public and community engagement and our civic commitment.

Public benefit is embedded in all our strategic aims and objectives. Ensuring the impact of our research is realised and felt across the world is a critical part of our work. We continue to build on the ambitions set out in our Civic University Agreement which we launched in 2022. As well as this more local focus, current and potential students of Queen Mary benefit from our broad research and engagement.

Creating value for our local area

At Queen Mary University of London, we are deeply committed to being an institution that is connected to communities where our work has an impact. We have a long, proud and distinctive history in East London, built on four historic institutions stretching back to 1785 and beyond. While we have grown to become a global university, we remain committed to the vision of those founding institutions and to our local community. We are proud to remain an anchor institution for the communities of East London.

Our Civic University Agreement is an expression of this commitment and pride. It brings together new and existing activities from across the University to ensure our work meets the needs of our local friends and partners, working together with them to identify local priorities and co-creating solutions that enhance local quality of life.

As an anchor institution for the boroughs of East London we play a major role in the skills development and employment of our local communities. Over 70% of our domestic undergraduate students come to us from a London borough. We are a major employer and consumer of goods and services from East London households and businesses. Our 'Economic and Social Impact' report found that, in 2021/22, our activities supported a total of 13,865 full-time equivalent jobs across the UK, 57% of which were in London. We are trying new, innovative ideas to draw local people to work for Queen Mary. For example,

a scheme trialled by our estates department saw local people who might be interested in working in estates roles at Queen Mary invited to an event. Full participation in the event resulted in offers of employment, circumnavigating individual interviews which can be off putting to some future colleagues, and costly to run.

Our Centre for Creative Collaboration works with partners across the creative industries to address real world challenges facing our local communities. In 2025, our CREATIF research project published urgent recommendations to protect and sustain creative workers in the age of AI. A collaboration with the Turing Institute, the Institute for the Future of Work and major arts unions Equity, Bectu, Musicians' Union and Society of Authors, the research opened the AI track at creative tech festival South by South West London and was presented to the All Party Parliamentary Group on the Future of Work, demonstrating Queen Mary's commitment to supporting workers as they adapt to shifts in technology and society.

We continue to support leaders across East London to respond to emerging public priorities. We worked with one of our local MPs to better understand how East Ham High Street can be maintained and developed as a lively heart of the borough that is socially inclusive, economically vibrant and environmentally sustainable.

Creating value for students and society through education

Queen Mary is focused on excellence in education, the learning environment, the student experience and student employability. We are the most inclusive University within the Russell Group. Our access and participation programmes span from entry to university, through students' experience while they are with us and their onward progression to employment. Our approach to supporting our diverse student body is data-driven, and focuses on the barriers students face to access, continuation from year 1 to year 2 of study, and success in accessing graduate work. We spend

over £8m in financial support for our students. This includes an automatically-applied annual bursary for any domestic undergraduate student whose family household income is below £35,000, a travel bursary and an additional care leaver and estranged bursary.

Queen Mary continues to be a sponsor of the Drapers Academy Trust and the University School Trust, both of which continue to go from strength to strength.

Creating value for partners and society through research and innovation

Queen Mary is a research-intensive university with social mobility and social justice at our core. Our mission to be the most inclusive university of our kind anywhere translates into a research and innovation environment that is uniquely placed to foster inclusive growth and tackle inequalities.

With our roots firmly in London, Queen Mary's research and innovation footprint is global: through our international collaborations, partnerships and innovative research projects, we tackle some of society's biggest challenges, grasp new opportunities, and transform lives across the world.

Our success in establishing high-impact partnerships which deliver value beyond our University is demonstrated by our performance in the Knowledge Exchange Framework. In this year's KEF5, we were ranked in the top 20% of English universities for 'research partnerships', and also 'co-authorship with non-academic partners'.

Just under a quarter of all our public funding towards such collaborative research came from our partners, demonstrating the importance they place on their relationships with Queen Mary and their continuing faith in the return they will receive on their investment. Despite the challenging external context, this year saw our highest volume of public funding received towards collaborative research since data became available at £26m. This is a result of our work to form links with Small and Medium sized Enterprises, through awards from Innovate UK, as well as an increase in our grants involving larger partner organisations.

Our work continues to directly address national and international priorities recently described in the UK Modern Industrial Strategy, such as the challenge of developing the technologies and infrastructure that will enable the UK to grasp the opportunities from AI and underpin the transition to net zero.

For instance, in relation to net zero, the Queen Mary-led £6 million EPSRC-funded NEED2D programme will develop atomically-thin semiconductors up to 10 times more efficient than current silicon technology, transforming the UK's energy infrastructure and enabling us to meet the energy needs created by our AI innovation while reducing our energy consumption by at least 90%. NEED2D will create sovereign R&D capability in the UK in a strategically important field where there is significant competition from the US and China.

Innovation at Queen Mary continues to benefit the economy and society, and we have been pleased to see a sustained increase in the number of technology disclosures from our university. Our spin-out Keratify builds on 20 years of dermatology research to offer a breakthrough method to preserve human skin in laboratory conditions. With over 50% of the world's population suffering from some form of skin condition, Keratify's revolutionary technology has transformed the pre-clinical skin testing space with significant and widespread patient and consumer benefits.

Environmental sustainability

Queen Mary Sustainability Action Statement

Through our world-leading research, education, and partnerships, we support advancing the United Nations Sustainable Development Goals and the UK Government's aim of reaching net-zero by 2050. Our Sustainability Action Statement, published in 2024/25, outlines our priorities and approach as we embed sustainability more deeply into everything we do.

We recognise the role we can play to support climate change mitigation and adaptation. As a University, our main contributions are through research and through educating

tomorrow's leaders. We also acknowledge the impacts our operations have on the environment and through our ISO 14001:2015 certified Environmental Management System (EMS), we are working to implement measures and controls to mitigate any potential negative environmental impacts.

The Sustainability Action Statement aligns carbon and environmental management with wider strategic work, such as our Civic objectives, championing Queen Mary's foundational ambition of being the most inclusive research-intensive university in the world.

Progress

Highlights of our progress this year include:

- Our research is helping to address the greatest climate challenges of our time. In 2024/25, examples included our ongoing study of the effects of air pollution on human health, various strands of advanced renewable energy research, the challenges of AI adoption to sustainability goals, and Queen Mary's activities at COP29.
- On education, in 2024/25 we developed a framework for embedding sustainability into our entire curriculum.
- In February 2025, we became a signatory of the UK research and innovation sector's Concordat for the Environmental Sustainability of Research and Innovation Practice.
- We achieved a 24 per cent carbon reduction against the 2018/19 baseline for scope 1 and 2, despite growth of the estate since the baseline.

- In November 2024, the SRIFF Room Data Centre Heat Recovery Project in the Joseph Priestley Building, became operational. With a capacity of 390 kW and an estimated annual recoverable heat of 3,416,400 kWh when it is fully installed, this system now supports the Mile End Campus district heating network running partially at 170kW. It reduces our reliance on natural gas by capturing the waste heat that would typically be expelled and reducing the cooling demand, marking a significant step towards a low-carbon campus.

The total volume of waste collected by our main waste contractor reduced by almost 6% compared to 2023/24. Waste reduction continues to be a focus, and successful initiatives include initiatives to prevent food waste upstream in the supply chain and reuse fairs to ensure that waste at the end of term from student residences is reduced through donation of items for reuse by new students.



Risks and uncertainties

We have defined significant risks to the University as those which:

- could affect our ability to create impact and value;
- are important to key stakeholders;
- form the basis of strategic discussions and decision-making.

An overview of the significant risks and how these are being managed by the University is given below. Risks for each strategic aim are also considered in the Strategy Review section of this report.

External Risk 1: Higher Education business model and Student Recruitment

The business model for UK Higher Education is recognised to be under strain. The unit of resource for home undergraduates has been held broadly flat since 2012 (with a welcome increase for the 2025/26 year), whilst costs have been impacted by inflation. At a sector level the impact of this is that the full economic cost of publicly funded teaching is not covered by the income associated with it. Research, a core part of Queen Mary's activity, is also an activity where the income is lower than the full cost of delivery.

Income from non-publicly funded tuition, and international student income in particular, is therefore a key part of the financial model for universities. There continues to be a challenging recruitment market for international postgraduate students for a number of reasons including: competitiveness

of the higher education offerings in other jurisdictions; cost of living pressures resulting in some students looking for study options closer to their home region; tightening of immigration policy.

Queen Mary continues to be affected by this, as are most other universities in the UK. We are taking a number of steps to manage the risk including: reviewing and updating the programme portfolio to maintain alignment with market demand and; a focus on flexing University resources to support this updated portfolio and improve the efficiency of educational delivery. In addition, we are exploring more affordable routes for students overseas to enrol on Queen Mary programmes in future through different forms of transnational education.

External Risk 2: Government Policy and Regulation

The government's recent white paper on immigration proposes to reduce the length of post-study work visas for graduates and introduce a 6% levy on international tuition fee income. In a context where the sector is already seeing contraction in the market for international students studying in the UK, we are working with sector bodies in making the case for UK universities to remain as attractive as possible to international students and the benefit this brings in supporting skills and economic growth. Our modelling suggests the levy would cost the University c. £14m (which had

not been previously included within our forecasts). We await further detail from the government following the post-16 skills and higher education White Paper.

The Office for Students has issued new regulatory guidance on freedom of speech, which has been an area of focus in the sector. We are reviewing relevant policies and procedures accordingly. We have also taken steps to implement the government's Foreign Influence Registration Scheme.

External Risk 3: Cybersecurity and Artificial Intelligence

Information security at Queen Mary has improved in maturity since the initial inception of the strategy. Continued investment has enabled the development of good foundational cyber security controls and technology, as well as the creation of internal security teams, a cyber security dashboard and effective processes with specialist security partners. We have seen positive impacts of this work, although we remain vigilant and continue to focus on continued

improvements in our security stance.

AI presents significant opportunities in relation to operational efficiency and effectiveness and to position ourselves as a potential leader through the application of AI to our strategic goals. There is also a risk of falling behind other universities in this respect and we are therefore putting dedicated leadership and governance in place to oversee this strand of work.

External Risk 4: Employee Relations

The UCEA full and final offer of a 1.4% uplift in salary was implemented from 1 August 2025, following conclusion of the dispute resolution process with staff trade unions without agreement. Whilst higher education institutions have the option to defer the pay award by up to 11 months without back pay, our financial position relative to the sector means

we have implemented the uplift in full. The need to address our cost base has nonetheless triggered a more intensive period of organisation change, which we expect will continue, as well as increased turnover through voluntary severance schemes.



Education and Student Experience

Vision

We aim to deliver an outstanding, inclusive, world-class education and student experience, co-created with our diverse

student body, enhanced by world-leading research and supported by cutting-edge technology.

Risks

Key risks include failing to meet student expectations, underinvesting in learning resources, and not responding to trends in student attainment. These could impact satisfaction,

continuation, and outcomes. Supporting students in career decision-making and skill development is also critical to improving graduate outcomes.

Achievements

We are in the second year of our Education and Student Experience Enabling Plan, which focuses on:

Priority 1: World-class education delivered by professionally developed educators

We continue to invest in continuing professional development (CPD) for our educators and, in 2024/25, delivered 130 CPD workshops attended by over 1,500 staff, covering strategic areas such as assessment, curriculum design, and employability. In addition, 128 members of staff completed academic leadership development programmes, and 188 colleagues completed our 'Certificate in Learning and Teaching' and 'Postgraduate Certificate in Academic Practice' programmes.

We are proud that, according to HESA 2023/24 data, 69% of Queen Mary academic staff hold a higher education teaching qualification, another relevant teaching qualification or have been otherwise recognised for their teaching expertise. This is compared to a Russell Group average of 51%.

In 2024/25, we celebrated more Queen Mary colleagues receiving recognition. For instance, Advance HE conferred 91 new Fellowships and 9 Principal Fellowships on Queen Mary

academics, taking our total number of Fellowships to 1,090. In this year, we started implementing our Principles of Academic Degree Programme Design, the purpose of which is to ensure all of our degree programmes have the student at the centre, are coherent, easy to navigate, support overall progression and have Queen Mary Graduate Attributes embedded in them by design. As of September 2025, all new programmes and most existing programmes are fully aligned with these Principles.

In the same year, we developed our Principles of Assessment Design to ensure that assessment and feedback is focused, streamlined, aligned with progressing learning and supportive of students realising their academic potential. All new programmes and modules launched on or after September 2025 have adopted these principles, and all pre-existing programmes and modules will be become aligned during the course of 2025/26.

Priority 2: Consistent advice and support for students

In April 2025 we launched AskQM, a student enquiry management platform that is in use across the university, connecting central services with schools and enabling students to raise queries and get answers 24 hours a day. The ease with which students can seek and receive help will make their journey more smooth, ensuring they get support quickly when they need it and improve the university's ability to retain students who may be struggling and considering withdrawal. Since launch in April 2025, AskQM has dealt with 35,119 student enquiries, with 9,967 successfully resolved at first contact by the AskQM Frontline Enquiry Response

Team, with the remaining queries responded to by second-line teams where a more detailed level of specific knowledge was required. Students have access to over 600 Knowledge-Based Articles covering a wide range of topics, with a total of 51,446 views to date, highlighting strong engagement with self-service. Next year, we will embed learner engagement analytics into our processes, thereby ensuring we can follow individual students' learning journeys and offer interventions as soon as they are needed. We will also upgrade our mechanisms for recording interventions to help measure impact.

Priority 3: Embedding graduate attributes and employability in the curriculum

During 2024/25, we established the Queen Mary Employability and Skills Framework, co-created with students and staff, to embed employability within the curriculum and ultimately improve our graduates' chances of securing highly skilled employment. This project has involved engagement across all schools and institutes to create the framework, making it adaptable to all disciplines. The Framework will be piloted across all faculties during 2025/26, and the challenge will

be getting full academic buy-in across all schools and institutes. The next phase of the project is piloting a new virtual internship programme in our School of Business and Management, but this approach will not be sustainable university wide so the challenge will be identifying ways in which other schools can provide students with workplace experiences that are accessible and relevant, and also affordable.



Research and Innovation

Vision

We will be recognised for our distinctive, world-leading, curiosity-driven and applied research, and will continually build our research capacity for social, cultural and economic

impact. Creating communities of diverse scholars across the globe is at the heart of our approach.

Risks

Failing to invest adequately to achieve our ambitions to grow research and innovation activity, including investment in training and facilities and the recruitment of sufficient high-quality academics as we expand or change our profile, may

lead to reputation damage, loss of standing in the research community, lower level of research and innovation output and lower income generation.

Achievements

Over the past year, we have pushed forward our three priorities, making clear progress in each area. Our three priorities are:

- Talent and Leadership – attracting excellent people to join us and stay with us, nurturing existing and new talent.
- Research Culture – integrity, curiosity, entrepreneurship, productivity, inclusivity. Developing a research culture that is a powerful lever for improvement
- Impact, Innovation and Partnerships – growing the scale and reach of our activities. Fostering new and existing partnerships with specific attention to industrial partnerships or those which enable us to work at scale.

Our focus on talent and leadership has seen the recruitment of a number of leading researchers to the university and the continued consolidation of our University Research Institutes (URIs) as hubs for world-class, interdisciplinary collaboration.

Our research culture strategy continued to gather momentum. In 2024/25, Queen Mary became the first university to

embed the Wellcome Trust's Diversity and Inclusion Survey (DAISY) questions as part of our standard data collection, demonstrating our commitment to adhering to the highest standards of diversity and inclusion within our research and innovation. Our commitment to Responsible Research and Innovation practice also remains a priority and we are proud to have become signatories of the Concordat for the Environmental Sustainability of Research and Innovation Practice in early 2025.

Through our partnership with Barts NHS Trust, Queen Mary has a unique track record of involving our exceptionally diverse communities in research and innovation, harnessing the power of our place in one of the UK's most diverse areas. This year saw the highest ever recruitment to clinical trials and NIHR portfolio studies, run in partnership with Barts Health, with 31,853 participants signing up to take part. Nationally, we ranked fourth highest in recruitment for NIHR portfolio studies and continue to perform strongly in commercial drug trials.

Culture and Inclusion

In 2024/25 Queen Mary published our revised Culture & Inclusion Enabling Plan, which has four core objectives:

- adopting an ambitious approach to equality of opportunity, thereby ensuring we are more diverse at all levels of the University.
- Fostering a strong sense of community and belonging for everyone, for them to succeed at work and study, at a time of global challenge and complexity.
- Demonstrating our successes and sharing our learning with others, using an evidence-led, sector-leading approach to assess and externally verify our impact and develop our reputation.
- Championing leading approaches to legal and regulatory compliance on inclusive practice at a time of legislative and regulatory reform.

In 2024/25 our workforce is more diverse and representative of the communities we serve compared to any previous year. We grew our Staff Affinity Networks, with the foundation of our Staff Menopause Network. Our Disability Inclusion Action Group commissioned a Reasonable Adjustments Process Improvement assessment and continues to work closely with our Staff Affinity Network to take these recommendations forward.

In the context of regulatory and legislative changes, we have continued our efforts to prevent and address harassment and misconduct of all kinds. This year we have delivered a new programme of skills-based training for staff, Responding Sensitively to Disclosures, which is complemented by our new Addressing Bullying, Harassment and Misconduct Managers' Toolkit.

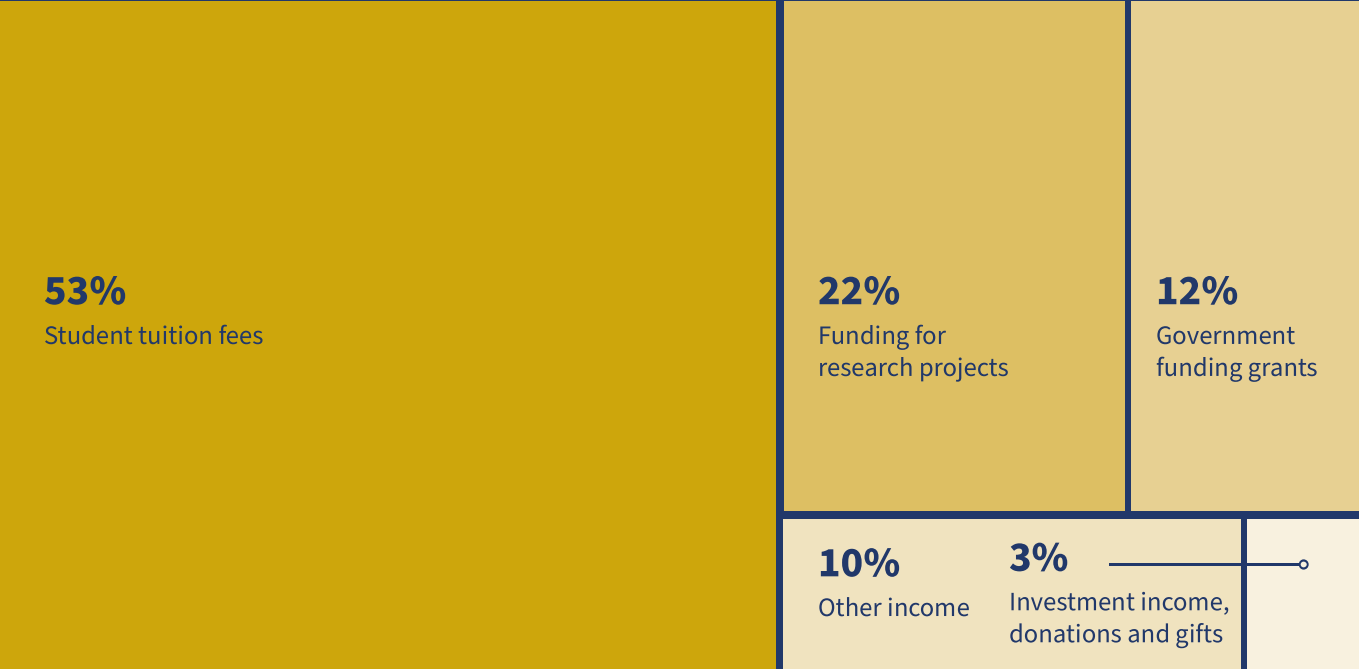
Our 2024 Pay Gap Report included for the first time sexual orientation pay gap reporting alongside gender, ethnicity, intersectional (gender and ethnicity) and disability pay gap reporting.

As a student and staff community representing over 170 nationalities, we are often deeply affected by the political, military and societal challenges, and natural disasters that take place across the globe. This year attention has continued to focus on the conflict in the Middle East; given the diversity of our student community which includes students and staff with links to both Palestine and Israel, we are working carefully to maintain an environment where difficult and complex issues can be debated, as befits a University as a place of learning, whilst upholding a zero tolerance approach to racism, antisemitism, Islamophobia, abuse, incitement, or harassment of any kind. In 2024/25 the University and our Students' Union worked together to establish: a Good Campus Relations Group, through which we can identify ways to maintain and promote positive relations on campus; and a Joint Forum on Ethical and Sustainable Investments, which provides our students a formal means to actively engage with the University on matters relating to financial investments, and ethical and environmental concerns.

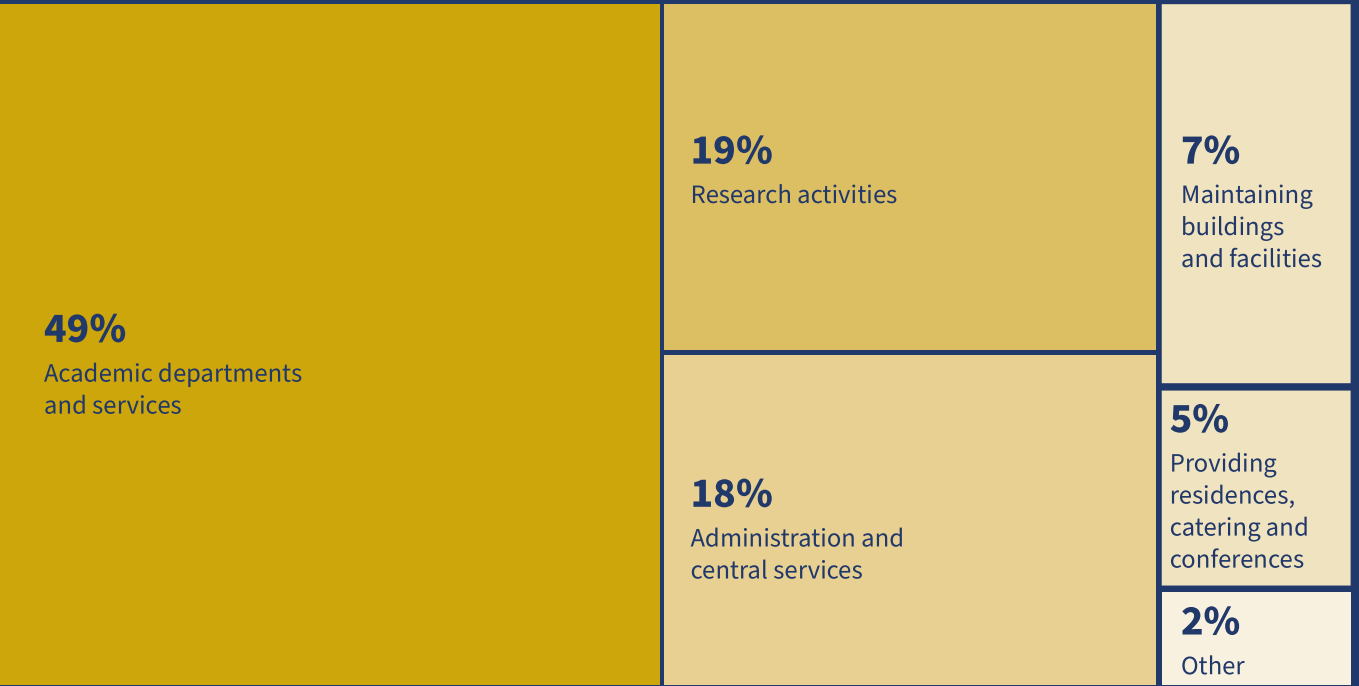


Financial Review of 2024/25

Income



Expenditure



The underlying financial performance of the University continued to be in line with the 2030 Strategy, however with a reduced level of surplus generated compared to previous years. This reflects the pressures on the University’s cost base and an inability of income sources to keep pace with these, given the fact that one of the main income sources (home undergraduate fee) has been fixed for a number of years alongside changes in international student recruitment markets.

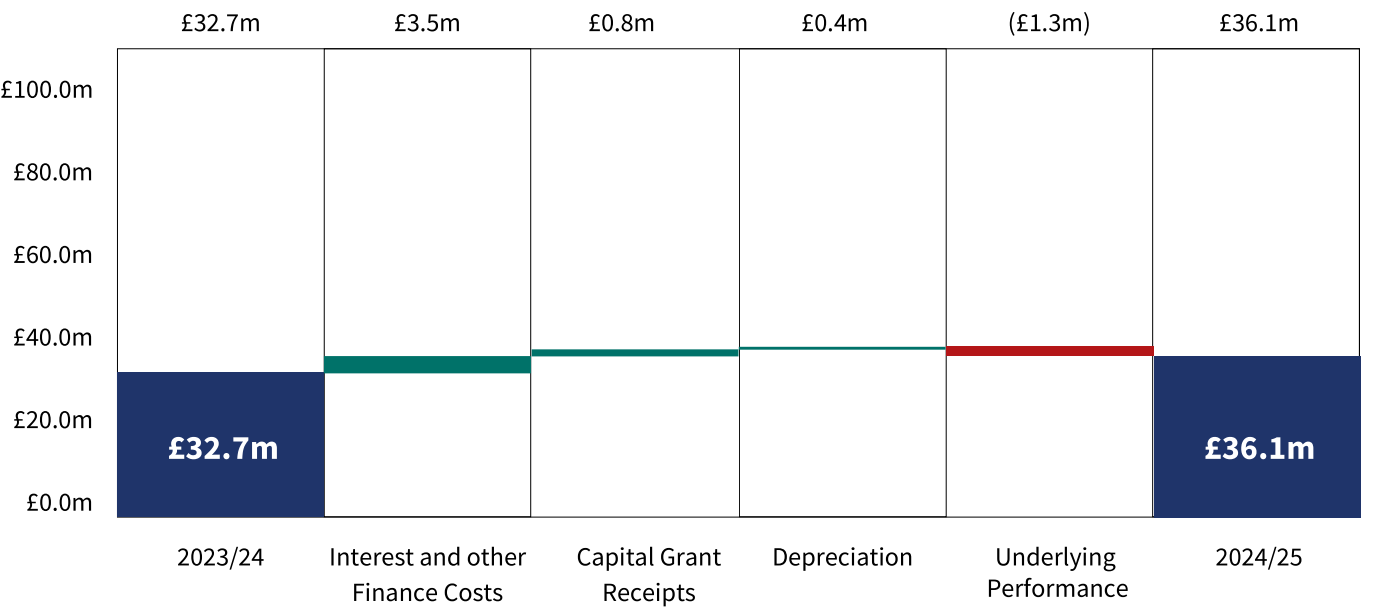
Underlying cash generation

The definition of underlying cash generation has been agreed by Finance and Investment Committee as an accurate measure of underlying financial performance. This is calculated by adjusting the surplus/(deficit) before other

gains/(losses) and share of operating profit/(loss) of associates to exclude certain non-cash items, investment income and expenditure, capital grant receipts and strategic fund expenditure, see the reconciliation below:

	2024/25	2023/24
	£'000	£'000
Surplus/(deficit) before other gains/(losses) and share of operating profit/(loss) of associates	36,094	191,147
Depreciation and amortisation	32,242	32,677
Interest payable	7,393	10,912
Investment Income	(20,705)	(21,851)
Pension Provision	-	(158,423)
Capital Grants	(10,400)	(9,553)
Taxation	(781)	(1,220)
Realised Gains	1,219	146
Net expenditure funded by endowments	451	910
Cash generation	45,513	44,745
Capital to Revenue Expenditure	22,415	32,124
Strategic Fund Expenditure	13,960	14,135
Underlying Cash Generation	81,888	91,004

Year on year change in surplus before other gains/(losses) and share of operating profit/(loss) of associates and pension provision movements.



Income

Total income grew by £15.7m to £738.1m, whilst income, excluding capital grants, grew by £14.8m to £727.7m.

Income	2024/25	2023/24	Change
	£ millions	£ millions	%
Tuition fee	392.0	396.8	-1%
Funding body grants*	81.7	80.0	2%
Research*	159.1	145.4	9%
Other income, investment income & donations*	94.9	90.7	5%
Total before capital grants	727.7	712.9	2%
Capital grants	10.4	9.6	9%
Total income	738.1	722.5	2%

*Excluding capital grants and income

The decrease in tuition fee income reflects the reduction in student numbers, with decreases in student numbers across all categories except those based overseas. Full time home fee income decreased by £5.3m and full time international

fee income decreased by £0.6m. Total student numbers as at 1 December census point were 30,617 (2024: 32,396). Student numbers (headcount at 1 December, which excludes students starting later in the academic year) are summarised below:

Student numbers	2024/25	2023/24	Change
	Numbers	Numbers	%
Student Numbers	30,617	32,396	-5%

By level of study:

Undergraduate	22,073	22,899	-4%
Postgraduate	8,544	9,497	-10%

By fee status:

Home (UK and EU)	17,008	17,998	-6%
Overseas (International)	13,609	14,398	-5%

By location:

Queen Mary (London)	23,339	25,112	-7%
Overseas (incl. China)	5,870	5,638	4%
Distance Learning	1,408	1,646	-14%

Funding body grants increased from £86.9m to £90.1m. The revenue element of these grants increased slightly to £81.7m (2023/24 £80.0m), whilst the capital element also increased to £8.5m (2023/24 £6.9m).

Research grant and contract income, excluding capital grants, increased by 9 per cent to £159.1m.

Other income excluding capital grants increased by £4.8m to £71.8m with increases in all categories of income except other services rendered which decreased slightly. The largest increase was in residences, catering and conference income which increased by £2.8m to £34.8m.

Investment income has decreased by £1.1m to £20.7m as a result of decreases to the interest rates available on the investment of surplus cash.

Donations and endowment income increased by £0.4m to £2.3m (2023/24 £1.9m).

Operating expenditure

The finalisation of the USS 2023 Valuation resulted in a complete reversal of the cumulative pension provision and a credit to staff costs in the Income and Expenditure account of

£158.4m in 2023/24. Excluding this, expenditure increased by 2 per cent to £702.1m.

Expenditure	2024/25	2023/24	Change
	£ millions	£ millions	%
Staff costs	412.1	388.3	6%
Other operating expenses	250.4	257.8	-3%
Depreciation and amortisation	32.2	32.7	-1%
Interest and other finance costs	7.4	10.9	-32%
Total expenditure before pension provisions	702.1	689.7	2%
Pension provision movements	-	(158.4)	
Total expenditure after pension provisions	702.1	531.3	32%

Staff costs increased by 6 per cent, reflecting the increase in staff numbers in the year from 5,280 FTE to 5,434 FTE, along with pay increases which were implemented in the year, being partly offset by reductions in the USS and SAUL employer contributions from January 2024 and September 2024 respectively. Other operating costs decreased by 3 per cent

to £250.4m partly as a result of lower spend on energy costs following a change in supplier and securing lower unit rates. Depreciation and amortisation decreased slightly from £32.7m to £32.2m. Interest and finance costs decreased by £3.5m as a result of a decrease to the net interest charge on the USS and LHMC pension scheme provisions.

Tangible Assets and Intangible Assets

The University continued to invest in improvements to its estates and IT infrastructure with total capital expenditure in 2024/25 of £104.1m (2023/24 £58.3m). Capital expenditure included the following major project spend:

1. £51.0m incurred purchasing land at Whitechapel as part of a project to develop a new life sciences building which forms part of a masterplan for a new Life Sciences Cluster.
2. £15.7m of expenditure incurred as part of a project to extend and refurbish the ITL building.
3. £4.9m costs incurred on a project to upgrade the infrastructure at the Mile End campus.
4. £4.8m expenditure incurred as part of an ongoing project to construct a new building for the School of Business and Management.
5. £1.6m incurred as part of a project to refurbish and repurpose the Garrod building at Whitechapel delivering new teaching and study spaces as well as new facilities for the Students' Union.
6. £1.5m costs incurred on a project to remodel and refurbish the Queens Building.

Investments

Non-current investments remained the same as last year at £51.6m. Current investments decreased by £106.9m in the year primarily due to less of Queen Mary's surplus funds being held on longer term deposit.



Cash and borrowings

Consistent with our strategy to improve our financial resilience, year-end cash balances remained high at £231.9m, an increase of £68.4m. The University has private placement loan notes with a principal value of £160m. The nature of the loan notes means that £96.5m of the principal must be held at fair value (due to the inclusion of a swap breakage clause in the Note Purchase Agreement for these notes which exposes Queen Mary to foreign exchange risk in the event of default or early repayment of the notes), with the remaining £63.5m recorded at amortised cost. The total fair value of these loans

at 31 July 2025 was £122.0m (2023/24: £131.9m), with a fair value decrease of £9.9m being recognised in the Statement of Comprehensive Income and Expenditure (2023/24: £0.5m increase). As the cashflows over the life of the loan are contractually fixed, except in the event of an early repayment, the change in fair value of the loan notes does not indicate any change in the cashflows payable by the University over the life of the borrowings. The University and its subsidiaries also have bank loans totalling £56.8m (2023/24 £59.0m).

Pensions

The main pension schemes in which the University participates are USS, SAUL and the NHS pension schemes.

The cost of employer pension contributions decreased in the year from £46.2m to £43.1m mainly as a result of the reduction

in USS contribution rate from 21.6% to 14.5% from 1 January 2024 and the reduction in SAUL CARE contribution rate from 21.0% to 19.0% from September 2024.

Financial outlook

The University's operating environment has continued to present challenges through the 2024/25 year, most notably due to changing patterns in international student recruitment. However, despite these, the University has continued to grow its overall income, with research grant income in particular showing strong year on year growth. The University has maintained its resilient financial position, putting the University in a strong position to navigate future challenges and while it adapts and makes changes to its operations given the external environment.

The 2025/26 budget was approved in March 2025 with planned income of £758m and underlying cash generation of £90m, incorporating the resources required to continue the delivery of the University's strategy.

Student numbers fell by 5% in 2024/25, and growth in certain areas had been targeted, meaning tuition fee income was less than budgeted: this was managed by delivering offsetting savings on the University's planned expenditure during the year. Mindful of the continuing changes to student recruitment markets, the University has reviewed its growth targets as part



of 2025/26 budget setting. Increases to the University's cost base have continued to impact in the 2024/25 year, with the introduction of additional employers' national insurance costs from April 2025. These changes in student recruitment and cost base can be seen in the financial performance in these financial statements: 2024/25 was the third financial year in a row in which core elements of operating expenditure (e.g. staffing costs) grew at a higher pace than operating income, reducing the levels of cash generated.

Over the longer term, the University recognises that management of the University's finances will face further challenge and will require changes to its operations and business model, given the continued risk presented by international student recruitment markets, regulated fee levels for home undergraduates and various cost base increases which are now embedded in future year's budgets. The University is actively planning for the development and delivery of these changes across its activity, with some measures starting to take effect within the 2024/25 financial year. Examples of this are: our new enquiry management system; a programme of works to update operating models across areas of professional services activity and; the launch of the new School of Society and Environment, bringing together three previously separate schools. Forward looking budgets and forecasts indicate that the University will continue to be able to generate the funds to support the overall strategy and the University's financial position as shown in these financial statements is resilient.

The University (and UK Higher Education sector) is exposed to various external risks including economic risks such as interest rate movements and inflation, risks surrounding changes to international and domestic student demand and mobility, government policy on sector funding, geopolitical events, industrial relations, pension costs and the economic

health of the countries in which our students are domiciled. All of these various risk factors and the potential financial impacts associated with them are considered in our future strategic planning.

Whilst recognising these challenges management has modelled a number of scenarios. The most significant risks to cash generation are overseas student recruitment, and the assumptions used within the budget with regards to these have been tested as part of the assessment of Going Concern. In coming to its final decision that the Going Concern basis is appropriate, Council considered scenarios where student recruitment and tuition fee income and inflationary pressures deviated from the central case used within the budget to gauge the financial impact on the institution and mitigatory strategies which the University would employ if necessary. Council concluded that whilst significant risks exist, the current financial position of the University, and indications of future student numbers, mean that the budget is stretching but achievable.

The budget and financial forecasts include cash flow forecasts for more than 12 months from the date of approval of these financial statements. After reviewing these forecasts, Council is of the opinion that, taking account of potential plausible downsides, the University will have sufficient funds to meet its liabilities as they fall due over the period of 12 months from the date of approval of the financial statements (the going concern assessment period). Council also noted the mitigations which could be employed to conserve cash in a stressed scenario, including restricting planned expenditure and slowing capital expenditure. In reviewing the forecasts and scenarios Council was satisfied that continued compliance with the University's loan covenants was achievable. Having made these assessments Council has determined that Queen Mary continues as a going concern.

Statement of Corporate Governance and Internal Control

Purpose of this statement

This Statement is provided for readers of the Financial Statements to obtain a better understanding of the governance, management and legal structure of the University. It relates to the year ended 31 July 2025 and up to the date of approval of the Financial Statements.

The University is committed to conducting its business in accordance with the Seven Principles of Public Life.

The University's governing body has adopted the CUC Higher Education Code of Governance and the University's practices are compliant with its provisions. In addition, the University corporately, through its governance arrangements, is committed in a demonstrable way to the principles of academic freedom, equality of opportunity and freedom of speech within the law, which are enshrined in its Royal Charter.

Constitution and Governing Body

The University is formed from the union of the following four institutions.

- The Medical College of St. Bartholomew's Hospital in the City of London was incorporated by a Royal Charter granted in 1921, having been a constituent body under the University of London since 1900.
- Westfield College was incorporated by a Royal Charter granted in 1933, having been a School of the University of London since 1902.
- Queen Mary College was incorporated by a Royal Charter in 1934, having been a School of the University of London since 1907, when it was known as East London College.
- The London Hospital Medical College became a corporate body under the National Health Service Act 1946, having been an unincorporated general medical school of the University of London since 1900.

Queen Mary College and Westfield College merged by virtue of the Queen Mary and Westfield College Act 1989 and were incorporated as Queen Mary and Westfield College, University of London by a Royal Charter granted in 1989. The Medical College of St. Bartholomew's Hospital and The London Hospital Medical College were united with Queen Mary and Westfield College by virtue of the Queen Mary and Westfield College Act 1995. The Royal Charter of 1989 remained in force following the merger but was amended in 2008 to provide for the College to award its own degrees, in 2010 to reflect the outcomes from a governance review, and again in 2013 to change the name of the College to Queen Mary University of London. A Supplemental Charter was granted to Queen Mary University of London in 2023 to recognise its status as a university whilst remaining as a member institution of the University of London.

The Royal Charter and Ordinances are the primary governing instruments of the University and are the framework within which the University's governance arrangements operate. The Royal Charter establishes the Council and Senate, each with

clearly defined functions and responsibilities detailed in the Ordinances, to oversee and manage the University's activities.

The Council is the University's supreme governing body with ultimate responsibility for the strategic direction and affairs of the University. Its specific responsibilities include approval of the financial strategy and securing the University's assets. The membership of Council is set out at the end of these Financial Statements. The majority of members are external to the University, to bring independent expertise from a range of sectors and professional spheres and collectively to hold the executive to account. The Chair and Vice-Chair of Council are elected from among the external members. There is provision for the election to Council of members of the academic and non-academic staff. The President and Principal of the University and the President of the Students' Union are ex officio members. No members of Council receive remuneration for their role, apart from staff members, including the President and Principal, and the President of the Students' Union, solely in the context of their employment.

Subject to the overall superintendence and control of Council, Senate is the body responsible for governing the academic activity of the University and draws its membership from the academic staff and students. It has specific responsibilities for maintaining academic standards, the quality of the student experience, academic freedom and freedom of speech within the law.

Council keeps its own effectiveness and that of its committees under regular review. Members' views on the effectiveness of Council and its committees are solicited and considered annually. Council also considered the outcome of a full and robust external review of corporate governance effectiveness in October 2025, reflecting the frequency and scope of reviews recommended in the CUC Higher Education Code of Governance.

The University maintains a Register of Interests of members of Council and the Senior Executive Team which is published

on the Council webpages. The Register is updated at least annually and includes details of charity trusteeships.

The Role of the President and Principal

The President and Principal is appointed by Council as chief academic and accountable officer to head the University. The President and Principal is accountable to Council for carrying out the academic, corporate, financial, estate and human resource management of the University. Under the terms and conditions of funding for higher education institutions by the Office for Students, the President and Principal is the accountable officer of the University and in that capacity may be required to appear before the Public Accounts Committee on matters such as those relating to grants to the University.

The President and Principal exercises considerable influence upon the development of the University's strategy, the

identification and planning of new developments and the shaping of the University's ethos and values. The President and Principal is assisted in this by the Senior Executive Team which in the year ended 31 July 2025 comprised the Vice-Principal and Executive Dean (Health), the Vice-Principal and Executive Dean (Humanities and Social Sciences), the Vice-Principal and Executive Dean (Science and Engineering), the Vice-Principal (Policy and Strategic Partnerships), the Vice-Principal (Research and Innovation), the Vice-Principal (Education), the Vice-Principal (International), the Chief Financial Officer, the Chief Operations Officer, and the Chief Governance Officer and University Secretary.

Committees of Council

Council has five committees to which it delegates much of its detailed work. These are:

- Finance and Investment Committee;
- Audit and Risk Committee;
- Governance Committee;
- Remuneration Committee;
- Honorary Degrees and Fellowships Committee.

Each committee is formally constituted with written terms of reference and specified membership, including a significant proportion of external members, from whom the committee chair is drawn. Each committee reports regularly to Council.

Finance and Investment Committee oversees the Senior Executive Team's planning and management of the finance, investments and assets of the University. It has a particular remit in respect of:

- recommending to Council a finance strategy;
- recommending to Council the annual budgets and financial forecasts;
- monitoring the financial situation of the University, both capital and revenue;
- considering and monitoring the annual capital programme and proposals for major capital projects;
- considering proposals affecting major University assets;
- approving a strategy for borrowing, investment of funds and raising of monies.

Audit and Risk Committee oversees and provides assurance to Council on the University's procedures for external and internal audit, financial control and risk management. More specifically, the Committee:

- oversees external and internal audit services, including receiving reports and recommendations from both on the results of their work;
- reviews the effectiveness of the University's systems for submission of regulatory returns, financial control, value for money, data assurance and responding to alleged financial irregularities;
- reviews the effectiveness of mechanisms operated by the Senior Executive Team for identifying, assessing and mitigating risks;
- oversees the University's whistleblowing procedure and receives regular reports on cases.

Audit and Risk Committee has adopted the Higher Education Audit Committees Code of Practice and the University's practices are compliant with its provisions. The membership of Audit and Risk Committee is set out at the end of these Financial Statements.

Governance Committee fulfils the role and expectations of a nominations committee within the CUC Higher Education Code of Governance. It also performs detailed work on behalf of Council in relation to processes for evaluating governance effectiveness and maintaining the governing instruments of the University.

Remuneration Committee is responsible for determining and reviewing the salaries and terms and conditions (and, where appropriate, severance payments) for senior members of staff. In the case of the President and Principal and other members of the Senior Executive Team, it also approves annual objectives and reviews performance.

Remuneration Committee has adopted the Higher Education Senior Staff Remuneration Code and the University's practices are compliant with its provisions.

Honorary Degrees and Fellowships Committee makes recommendations to Senate and Council on the conferment of Fellowships and Honorary Degrees of Queen Mary University of London and the award of the Queen Mary Medal.

Equality and Diversity

The University is fully committed to fulfilling its duties under the Equality Act 2010 and its responsibilities under the Public Sector Equality Duty. The University aims to become the most inclusive university of its kind, anywhere, through successful delivery of its Strategy, underpinned by enabling plans relating to people, culture and inclusion.

The Equality, Diversity and Inclusion Steering Group has strategic oversight of equality, diversity and inclusion matters and monitors progress towards equality objectives at all

levels. Equality, Diversity and Inclusion Groups in the Faculties and Professional Services provide a valuable two-way channel that offers leadership at the local level on progressing and embedding the Equality, Diversity and Inclusion agenda in the University's Schools, Institutes and Professional Service directorates.

The University publishes annual reports on Equality, Diversity and Inclusion, and on Pay Gaps.

Internal control and management of risk

Council, as the University's governing body, has responsibility for maintaining a sound system of internal control that supports the achievement of policies, aims and objectives while safeguarding the public and other funds and assets for which Council is responsible in accordance with the responsibilities assigned to it in the Royal Charter and Ordinances and the Regulatory Framework for Higher Education in England.

The system of internal control is designed to manage, rather than eliminate, the risk of failure to achieve the University's Strategy. It can therefore only provide reasonable and not absolute assurance of effectiveness. It is based on an ongoing process designed to identify the principal business, operational, compliance and financial risks, to evaluate the nature and extent of those risks and to manage them efficiently and effectively.

The following process accords with guidance from the Office for Students and was in place for the year ended 31 July 2025 and up to the date of approval of the Financial Statements.

The University's Strategy identifies 13 key objectives for which there are corresponding KPIs and entries in the University's Strategic Risk Register. The Strategic Risk Register identifies the nature of the risks to achieving each objective, the mitigations that are in place and planned, and the rating of each risk. It includes risk appetite statements and a system of flagging risk areas that are outside of tolerance.

The Senior Executive Team acts as the Risk Management Committee and delegates responsibility for strategic risk and

risk management processes throughout management at the University. Each Faculty, School and Professional Service department maintains its own risk register alongside the University's Strategic Risk Register.

The University procures its internal audit service from KPMG. An analysis of risks to which the University is exposed informs the annual internal audit plan, which is approved by Audit and Risk Committee. The internal audit service submits regular reports to Audit and Risk Committee that include an independent opinion, based on work undertaken in accordance with its approved audit plan, on the overall adequacy and effectiveness of the University's framework of governance, risk management and control, together with recommendations for improvement.

Audit and Risk Committee independently reviews the effectiveness of internal control systems and the risk management process and reports its findings to Council. This is informed by the categorisation of risks and the maintenance of the University's Strategic Risk Register.

Council monitors progress towards the KPIs and the Strategic Risk Register on a regular basis. It also receives regular reports from Audit and Risk Committee concerning issues of risk, internal controls and their effectiveness which are informed by reports from senior managers on the steps they are taking to manage risks in their areas of responsibility, including progress reports on key projects. A number of supporting and lead indicators have been developed which give the Senior Executive Team and Council a view on performance ahead of the publication of the formal KPIs.

Council's full review of the effectiveness of the system of internal control for the period under review was informed by Audit and Risk Committee, the work of the internal auditors and individual members of staff within the University who

have responsibility for the development and maintenance of the internal control framework. Council has not identified any significant control weaknesses.

Responsibilities of Council

Council is responsible for the appointment of the external auditors, approval of the Financial Statements and for ensuring that these Financial Statements:

- comply with all relevant legislation, and the Terms and Conditions for higher education institutions issued by Office for Students (OfS). These Terms and Conditions require the Council, through the President and Principal (as the designated office holder), to prepare Financial Statements for each financial year which show a true and fair view of the state of the University's affairs, and of its income and expenditure, gains and losses, changes in reserves and cash flows for the year; and
- are prepared in accordance with the Statement of Recommended Practice (SORP): Accounting for Further and Higher Education 2019, and Financial Reporting Standard (FRS) 102.

The Financial Statements are adopted by Council following review by Finance and Investment Committee and on the recommendation of Audit and Risk Committee after it has received a report from the external auditors.

In causing the Financial Statements to be prepared, Council is assured that:

- suitable accounting policies are selected and applied consistently;
- judgements and estimates are made that are reasonable and prudent;
- applicable accounting standards have been followed, subject to any material departures disclosed and explained in the Financial Statements; and
- the Financial Statements are prepared on the going concern basis unless it is inappropriate to presume that Queen Mary will continue in operation. Council is satisfied that it has adequate resources to continue in operation for the foreseeable future. For this reason, the going concern basis continues to be adopted in the preparation of the Financial Statements.

As far as Council is aware, there is no relevant audit information of which the external auditors are unaware. Relevant information is defined as information needed by the external auditors in connection with preparing their report.

Council, through the President and Principal, has taken reasonable steps to:

- ensure that funds provided by the Office for Students and Research England have been applied in accordance with the terms and conditions of the Accounts Direction and any other terms and conditions attached to them;
- ensure that there are appropriate financial and management controls in place to safeguard public funds and funds from other sources;
- safeguard the University's assets and prevent and detect corruption, fraud, bribery and other irregularities; and
- secure the economical, efficient and effective management of the University's resources and expenditure.

The key elements of the University's system of internal financial control, designed to discharge these responsibilities, include the following:

- clear definition of the responsibilities of, and the authority delegated to, heads of academic and administrative departments;
- clearly defined and formalised requirements for approval and control of expenditure, with investment decisions involving capital or revenue expenditure being subject to formal detailed appraisal and review according to approval levels set by Council;
- comprehensive Financial Regulations, detailing financial controls and procedures, approved by Council following review by Finance and Investment Committee and Audit and Risk Committee;
- an internal audit programme approved by Audit and Risk Committee and carried out by an external firm of auditors; and
- regular reviews of financial performance involving variance reporting, sensitivity analysis and updates of forecast outturn.

Council's review of the effectiveness of the system of internal financial control is informed by the work of the internal auditors, Audit and Risk Committee, the individual members of staff within the University who have responsibility for the development and maintenance of the financial control framework and comments made by the external auditors in the management letter and in other reports.

Any system of internal financial control can only provide reasonable, but not absolute, assurance against material misstatement or loss.

Independent Auditor's Report to the Members of Council of Queen Mary University of London

Opinion on the financial statements

In our opinion, the financial statements:

- give a true and fair view of the state of the Group's and of the University's affairs as at 31 July 2025 and of the Group's and the University's income and expenditure, gains and losses, changes in reserves and of the Group's and the University's cash flows for the year then ended; and
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice.

We have audited the financial statements of Queen Mary University of London ("the University") and its subsidiaries ("the Group") for the year ended 31 July 2025 which comprise

the Consolidated and Institution Statement of Comprehensive Income and Expenditure, the Consolidated and Institution Statement of Changes in Reserves, the Consolidated and Institution Statement of Financial Position, the Consolidated and Institution Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) ("ISAs (UK)") and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the

financial statements section of our report. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Independence

We are independent of the Group and the University in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the

FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the board members' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on

the Group and the University's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the board members with respect to going concern are described in the relevant sections of this report.

Other information

The Members of Council are responsible for the other information. The other information comprises the information included in the strategic report other than the financial statements and our auditor's report thereon. Our opinion on

the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the

financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information we are required to report that fact.

We have nothing to report in this regard.

Opinion on other matters required by the Office for Students (“OfS”), UK Research and Innovation (including Research England), the Education and Skills Funding Agency (now part of the Department for Education) and the Department for Education

In our opinion, in all material respects:

- Funds from whatever source administered by the University for specific purposes have been properly applied to those purposes and managed in accordance with relevant legislation.
- Funds provided by the OfS, UK Research and Innovation (including Research England), the Education and Skills Funding Agency (now part of the Department for Education) and the Department for Education have been applied in accordance with the relevant terms and conditions.

- The requirements of the OfS’s Accounts Direction (OfS 2019.41) have been met.

We have nothing to report in respect of the following matters in relation to which the OfS requires us to report to you if, in our opinion:

- The University’s grant and fee income, as disclosed in note 1 and 2 to the accounts, has been materially misstated.
- The University’s expenditure on access and participation activities for the financial year, as has been disclosed in note 10 to the accounts, has been materially misstated.

Responsibilities of the Members of Council

As explained more fully in the Responsibilities of Council, the Members of Council are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Members of Council determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Members of Council are responsible for assessing the Group and the University’s ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Members of Council either intends to liquidate the Group or the University or to cease operations, or have no realistic alternative but to do so.

Auditor’s responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor’s report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Extent to which the audit was capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material

misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below.

Non-compliance with laws and regulations

Based on:

- Our understanding of the Group, University and the sector in which it operates;
- Discussion with management and those charged with governance (including the Audit and Risk Committee and internal audit provision);
- Obtaining and understanding of the Group and University's policies and procedures regarding compliance with laws and regulations; and
- Direct representation from the Accountable Officer

we considered the significant laws and regulations to be The Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102), the Companies Act 2006, the Charities Act 2011, Corporate and VAT legislation and Employment Taxes.

The Group is also subject to laws and regulations where the consequence of non-compliance could have a material effect

on the amount or disclosures in the financial statements, for example through the imposition of fines or litigations. We identified such laws and regulations to be the health and safety legislation and registration with the Office for Students and their ongoing conditions of registration.

Our procedures in respect of the above included:

- Review of minutes of meeting of those charged with governance for any instances of non-compliance with laws and regulations;
- Review of correspondence with regulatory and tax authorities for any instances of non-compliance with laws and regulations;
- Review of financial statement disclosures and agreeing to supporting documentation;
- Involvement of tax specialists in the audit; and
- Review of legal expenditure accounts to understand the nature of expenditure incurred.

Fraud

We assessed the susceptibility of the financial statements to material misstatement, including fraud. Our risk assessment procedures included:

- Enquiry with management and those charged with governance (including the Audit and Risk Committee and internal audit provision) regarding any known or suspected instances of fraud;
- Obtaining an understanding of the Group's policies and procedures relating to:
 - Detecting and responding to the risks of fraud; and
 - Internal controls established to mitigate risks related to fraud.
- Review of minutes of meetings of those charged with governance for any known or suspected instances of fraud;
- Considered management's incentives and opportunities for fraudulent manipulation of the financial statements;
- Discussion amongst the engagement team as to how and where fraud might occur in the financial statements; and
- Performing analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.

Based on our risk assessment, we considered the areas

most susceptible to fraud to be revenue recognition, posting inappropriate journal entries to manipulate financial results and management bias in significant judgements and accounting estimates.

Our procedures in respect of the above included:

- Testing a sample of income transactions throughout the year, and around the year end to ensure that income recognition is in accordance with the Statement of Recommended Practice (SORP): Accounting for Further and Higher Education 2019, the Financial Reporting Standard (FRS 102) and stated accounting policies;
- Testing a sample of journal entries throughout the year, which met a defined risk criteria, by agreeing to supporting documentation;
- Identifying and testing journal entries, in particular any journal entries posted from staff members with privilege access rights, journals posted by key management, journals posted by individuals outside of their expected job roles, and others deemed unusual based on our expectations;
- Performing analytical procedures to identify unusual or unexpected relationships that may indicate risks of material misstatement due to fraud. Areas of identified risk are then

tested substantively;

- Challenging assumptions made by management in their significant accounting estimates in particular in relation to the actuarial assumptions used in the valuation of defined benefit scheme liabilities and the assumptions used in the valuation of loan notes;
- Reading minutes of meetings of those charged with governance, reviewing internal audit reports and reviewing correspondence with HMRC and relevant regulators to identify any actual or potential frauds or any potential weaknesses in internal control which could result in fraud susceptibility; and
- Direct enquiry of the Accountable Officer.

We also communicated relevant identified laws and regulations and potential fraud risks to all engagement team members and remained alert to any indications of fraud or non-compliance with laws and regulations throughout the audit.

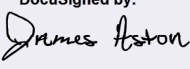
Our audit procedures were designed to respond to risks of material misstatement in the financial statements, recognising that the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery, misrepresentations or through collusion. There are inherent limitations in the audit procedures performed and the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we are to become aware of it.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: **[frc.org.uk/auditorsresponsibilities](https://www.frc.org.uk/auditorsresponsibilities)**. This description forms part of our auditor's report.

Use of our report

This report is made solely to the Members of Council, as a body, in accordance with Section 75 of the Higher Education Research Act 2017 and the charters and statutes of the University. Our audit work has been undertaken so that we might state to the University's Council those matters we are

required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the University and the Members of Council as a body, for our audit work, for this report, or for the opinions we have formed.

DocuSigned by:

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James Aston MBE

(Senior Statutory Auditor)

For and on behalf of BDO LLP, Statutory Auditor
Gatwick, UK

Date **01 December 2025**

BDO LLP is a limited liability partnership registered in England and Wales (with registered number OC305127).

Consolidated and Institution Statement of Comprehensive Income and Expenditure

for the year ended 31 July 2025

	Notes	Year ended 31 July 2025		Year ended 31 July 2024	
		Consolidated £'000	Institution £'000	Consolidated £'000	Institution £'000
Income					
Tuition fees and education contracts	1	392,043	384,902	396,824	390,014
Funding body grants	2	90,129	90,129	86,879	86,879
Research grants and contracts	3	161,098	160,917	147,182	146,827
Other income	4	71,836	70,688	67,861	64,456
Investment income	5	20,705	20,616	21,851	21,728
Donations and endowments	6	2,330	2,391	1,872	2,344
Total income		738,141	729,643	722,469	712,248
Expenditure					
Staff costs (excluding USS provision movement)	8	412,066	406,027	388,352	382,478
USS pension provision movement	8	-	-	(158,423)	(158,423)
Total staff costs	8	412,066	406,027	229,929	224,055
Other operating expenses		250,346	248,959	257,804	256,494
Depreciation and amortisation	12,13	32,242	31,685	32,677	31,735
Interest and other finance costs	9	7,393	6,766	10,912	10,234
Total expenditure	10	702,047	693,437	531,322	522,518
Surplus before other gains and share of operating (loss) of associates		36,094	36,206	191,147	189,730
Share of (loss) in associates		(149)	-	(75)	-
Gain on investments		1,130	1,256	4,790	4,709
Loss on disposal of tangible assets		(160)	(160)	-	-
Fair value movement in unsecured notes		9,944	9,944	(504)	(504)
Surplus before tax		46,859	47,246	195,358	193,935
Taxation	11	(781)	(1,122)	(1,220)	(1,106)
Surplus for the year		46,078	46,124	194,138	192,829
Share of other comprehensive income of associates and subsidiaries		(54)	-	(309)	-
Actuarial gain/(loss) in respect of pension schemes	30	140	140	(16)	(16)
Total comprehensive income for the year		46,164	46,264	193,813	192,813
Represented by:					
Endowment comprehensive income and expenditure for the year		1,650	1,650	4,299	4,299
Restricted comprehensive income and expenditure for the year		(348)	(378)	145	(145)
Unrestricted comprehensive income and expenditure for the year		44,862	44,992	189,369	188,659
Attributable to the Institution		46,164	46,264	193,813	192,813
Attributable to the non-controlling interest		-	-	-	-
		46,164	46,264	193,813	192,813
Surplus for the year attributable to:					
Non-controlling interest		-	-	-	-
Institution		46,078	46,124	194,138	192,829
All items of income and expenditure relate to continuing activities					

Consolidated and Institution Statement of Financial Position

As at 31 July 2025

		As at 31 July 2025		As at 31 July 2024	
	Notes	Consolidated £'000	Institution £'000	Consolidated £'000	Institution £'000
Non-current assets					
Intangible assets	12	5,168	5,168	5,754	5,754
Tangible assets	13	782,875	773,763	709,627	701,903
Investments	14	51,627	56,323	51,589	54,918
Investments in associates	15	326	734	410	589
		839,996	835,988	767,380	763,164
Current assets					
Stock		1,228	1,228	941	941
Trade and other receivables	16	140,711	140,928	134,229	135,601
Investments	17	89,504	89,504	196,379	196,379
Cash and cash equivalents	23	231,935	225,587	163,549	158,567
		463,378	457,247	495,098	491,488
Less: Creditors: amounts falling due within one year	18	(217,543)	(214,886)	(209,058)	(209,861)
Net current assets		245,835	242,361	286,040	281,627
Total assets less current liabilities		1,085,831	1,078,349	1,053,420	1,044,791
Creditors: amounts falling due after more than one year	19	(182,957)	(172,655)	(196,781)	(185,432)
Provisions					
Pension provisions		-	-	-	-
Other provisions	20	(207)	(207)	(136)	(136)
Total net assets		902,667	905,487	856,503	859,223
Restricted Reserves					
Income and expenditure reserve - endowment	21	49,690	49,690	48,040	48,040
Income and expenditure reserve - restricted	22	4,237	2,229	4,585	2,607
Unrestricted Reserves					
Income and expenditure reserve - unrestricted		848,745	853,568	803,883	808,576
		902,672	905,487	856,508	859,223
Non-controlling interest		(5)	-	(5)	-
Total Reserves		902,667	905,487	856,503	859,223

The financial statements were approved by Council on 27 November 2025 and were signed on its behalf on that date by:



Professor C Bailey CBE, President and Principal



Lan Tu, Chair

Consolidated and Institution Statement of Cash Flows

for the year ended 31 July 2025

	Notes	Year ended 31 July 2025		Year ended 31 July 2024	
		Consolidated £'000	Institution £'000	Consolidated £'000	Institution £'000
Cash flow from operating activities					
Surplus for the year before taxation		46,859	47,246	195,358	193,935
Adjustments to operating activities					
Depreciation (tangible assets)	13	30,758	30,201	31,124	30,182
Amortisation (intangible assets)	12	1,484	1,484	1,553	1,553
Impairment of asset	13	-	-	-	-
(Gain) on investments		(1,130)	(1,256)	(4,790)	(4,709)
Management fees included in investments		128	128	117	117
Share of loss in associates		149	-	75	-
(Increase) in stock		(287)	(287)	(141)	(141)
(Increase) in current debtors		(6,096)	(5,282)	(15,542)	(14,074)
Fair value movement in unsecured notes		(9,944)	(9,944)	504	504
Increase in creditors		7,411	3,976	15,448	16,225
(Decrease) in USS deficit recovery pension provision		-	-	(158,423)	(158,423)
Increase in other provisions	20	71	71	-	-
Cash payment to reduce LHMC pension deficit		(45)	(45)	(42)	(42)
Donations in kind	6	-	-	(188)	(188)
Adjustments for investing or financing activities					
Investment income	5	(20,705)	(20,616)	(21,851)	(21,728)
Interest payable on loans and finance leases	9	7,287	6,660	7,444	6,766
Net charge on pension scheme	9	106	106	3,468	3,468
New endowments	6	(754)	(754)	(120)	(120)
Loss on disposal of tangible assets		160	160	-	-
Capital grant income		(10,400)	(10,400)	(9,553)	(9,553)
Net cash generated from operating activities		45,052	41,448	44,441	43,772
Taxation		(1,122)	(1,122)	(1,105)	(1,106)
Net cash generated from operating activities after tax		43,930	40,326	43,336	42,666

Consolidated and Institution Statement of Cash Flows

(continued)

for the year ended 31 July 2025

	Notes	Year ended 31 July 2025		Year ended 31 July 2024	
		Consolidated £'000	Institution £'000	Consolidated £'000	Institution £'000
Cash flows from investing activities					
Capital grant receipts		10,400	10,400	9,553	9,553
Disposal of non-current asset investments		310	310	-	-
Purchase of non-current asset investments		(140)	(1,382)	(450)	(450)
Realised gain on investments		1,219	1,219	146	146
New investments in associates		(250)	(250)	(274)	(274)
Disposal proceeds fixed assets		-	-	-	-
Investment income		20,414	20,325	21,559	21,436
Payments made to acquire tangible assets		(104,167)	(102,222)	(55,909)	(55,879)
Payments made to acquire intangible assets		(898)	(898)	(2,371)	(2,371)
Disposal of current assets		-	-	750	750
Movements on bank deposits		106,875	106,875	11,250	11,250
Net cash generated by/(used by) investing activities		33,763	34,377	(15,746)	(15,839)
Cash flows from financing activities					
Loan interest		(7,759)	(7,132)	(7,924)	(7,245)
Interest element of finance lease		-	-	(1)	(1)
Endowment cash received		754	754	120	120
New unsecured loans		-	-	-	-
Repayments of amounts borrowed		(2,168)	(1,171)	(2,065)	(1,121)
Capital element of finance lease payments		(134)	(134)	(134)	(134)
Net cash (used by) financing activities		(9,307)	(7,683)	(10,004)	(8,381)
Increase in cash and cash equivalents in the year		68,386	67,020	17,586	18,446
Cash and cash equivalents at beginning of the year		163,549	158,567	145,963	140,121
Cash and cash equivalents at end of the year		231,935	225,587	163,549	158,567
	23	68,386	67,020	17,586	18,446

Consolidated and Institution Statement of Changes in Reserves

for the year ended 31 July 2025

Consolidated	Income and expenditure account			Total (excluding non- controlling interest) £'000	Non- controlling interest £'000	Total £'000
	Endowment (note 21)	Restricted (note 22)	Unrestricted			
	£'000	£'000	£'000			
As at 1 August 2023	43,741	4,440	614,514	662,695	(5)	662,690
Surplus from the statement of comprehensive income and expenditure	4,299	145	189,694	194,138	-	194,138
Other comprehensive (expenditure)	-	-	(325)	(325)	-	(325)
Total comprehensive income for the year	4,299	145	189,369	193,813	-	193,813
As at 1 August 2024	48,040	4,585	803,883	856,508	(5)	856,503
Surplus from the statement of comprehensive income and expenditure	1,650	(348)	44,776	46,078	-	46,078
Other comprehensive income	-	-	86	86	-	86
Total comprehensive income or (expenditure) for the year	1,650	(348)	44,862	46,164	-	46,164
As at 31 July 2025	49,690	4,237	848,745	902,672	(5)	902,667

Consolidated and Institution Statement of Changes in Reserves (continued) for the year ended 31 July 2025

Institution	Income and expenditure account			Total (excluding non- controlling interest)	Non- controlling interest	Total
	Endowment (note 21)	Restricted (note 22)	Unrestricted			
	£'000	£'000	£'000	£'000	£'000	£'000
As at 1 August 2023	43,741	2,752	619,917	666,410	-	666,410
Surplus from the statement of comprehensive income and expenditure	4,299	(145)	188,675	192,829	-	192,829
Other comprehensive (expenditure)	-	-	(16)	(16)	-	(16)
Total comprehensive income or (expenditure) for the year	4,299	(145)	188,659	192,813	-	192,813
As at 1 August 2024	48,040	2,607	808,576	859,223	-	859,223
Surplus or (deficit) from the statement of comprehensive income and expenditure	1,650	(378)	44,852	46,124	-	46,124
Other comprehensive income	-	-	140	140	-	140
Total comprehensive income or (expenditure) for the year	1,650	(378)	44,992	46,264	-	46,264
As at 31 July 2025	49,690	2,229	853,568	905,487	-	905,487

Statement of Principal Accounting Policies

for the year ended 31 July 2025

Basis of preparation

These Financial Statements have been prepared on a going concern basis and in accordance with the Statement of Recommended Practice (SORP): Accounting for Further and Higher Education 2019 and in accordance with Financial Reporting Standard (FRS 102). They have also been prepared in accordance with the accounts direction issued by the Office for Students issued 25 October 2019. Queen Mary University of London is a public benefit entity and therefore has applied the relevant public benefit requirement of FRS 102. The Financial Statements are prepared in accordance with the historical cost convention, modified by the revaluation of tangible assets and the recognition of financial instruments at fair value.

Going Concern

The University's operating environment has continued to present challenges through the 2024/25 year, most notably due to changing patterns in international student recruitment. However, despite these, the University has continued to grow its overall income, with research grant income in particular showing strong year on year growth. The University has maintained its resilient financial position, putting the University in a strong position to navigate future challenges and while it adapts and makes changes to its operations given the external environment.

The 2025/26 budget was approved in March 2025 with planned income of £758m and operating cash generation of £90m, incorporating the resources required to continue the delivery of the University's strategy.

Student numbers fell slightly in 2024/25, and growth had been targeted, meaning tuition fee income was less than budgeted: this was managed by delivering offsetting savings on the University's planned expenditure during the year. Mindful of the continuing changes to student recruitment markets, the University has reviewed its growth targets as part of 2025/26 budget setting. Increases to the University's cost base have continued to impact in the 2024/25 year, with the introduction of additional employers' national insurance costs from April 2025. These changes in student recruitment and cost base can be seen in the financial performance in these financial statements: 2024/25 was the third financial year in a row in which core elements of operating expenditure (e.g. staffing costs) grew at a higher pace than operating income, reducing the levels of cash generated.

Over the longer term, the University recognises that management of the University's finances will face further challenge and will require changes to its operations and business model, given the continued risk presented by international student recruitment markets, regulated fee levels for home undergraduates and various cost base increases which are now embedded in future year's budgets. The University is actively planning for the development and delivery of these changes across its activity, with some measures starting to take effect within the 2024/25 financial year. Examples of this are: our new enquiry management system; a programme of works to update operating models across areas of professional services activity and; the launch of the new School of Society and Environment, bringing together three previously separate schools. Forward looking budgets and forecasts indicate that the University will continue to be able to generate the funds to support the overall strategy and the University's financial position as shown in these financial statements is resilient.

As set out earlier in these financial statements, the University (and UK Higher Education sector) is exposed to various external risks including economic risks such as interest rate movements and inflation, risks surrounding changes to international and domestic student demand and mobility, government policy on sector funding, geopolitical events, industrial relations, pension costs and the economic health of the countries in which our students are domiciled. All of these various risk factors and the potential financial impacts associated with them are considered in our future strategic planning.

Statement of Principal Accounting Policies (Continued)

for the year ended 31 July 2025

Going Concern (continued)

Whilst recognising these challenges management has modelled a number of scenarios. The most significant risks to cash generation are overseas student recruitment, and the assumptions used within the budget with regards to these have been tested as part of the assessment of Going Concern. In coming to its final decision that the Going Concern basis is appropriate, Council considered scenarios where student recruitment and tuition fee income and inflationary pressures deviated from the central case used within the budget to gauge the financial impact on the institution and mitigatory strategies which the University would employ if necessary. Council concluded that whilst significant risks exist, the current financial position of the University, and indications of future student numbers, mean that the budget is stretching but achievable.

The budget and financial forecasts include cash flow forecasts for more than 12 months from the date of approval of these financial statements. After reviewing these forecasts, Council is of the opinion that, taking account of potential plausible downsides, the University will have sufficient funds to meet its liabilities as they fall due over the period of 12 months from the date of approval of the financial statements (the going concern assessment period). Council also noted the mitigations which could be employed to conserve cash in a stressed scenario, including restricting planned expenditure and slowing capital expenditure. In reviewing the forecasts and scenarios Council was satisfied that continued compliance with the University's loan covenants was achievable. Having made these assessments Council has determined that Queen Mary continues as a going concern.

Basis of consolidation

The consolidated financial statements include Queen Mary (the University) and all its subsidiaries for the financial year to 31 July 2025. Intra-group transactions are eliminated on consolidation. The consolidated financial statements do not include the income and expenditure of the Students' Union as the University does not exert control or dominant influence over policy decisions. Associated companies are accounted for using the equity method. The University is the ultimate controlling entity of the group.

Income recognition

- i Income from the sale of goods or services is credited to the Consolidated Statement of Comprehensive Income and Expenditure when the goods or services are supplied to the external customers or the terms of the contract have been satisfied.
- ii Fee income is credited to the Consolidated Statement of Comprehensive Income and Expenditure over the period in which students are studying. Where the amount of the tuition fee is reduced by a prompt payment discount, a fee waiver or scholarships which reduce the tuition fee payable, the net amount is taken to income. Where bursaries and student support payments are customarily made, income receivable is stated net of the payments. All other bursaries and student support payments are accounted for gross as expenditure and not deducted from income.
- iii Grant funding including funding body grants, research and other grants from government and non-government sources are recognised as income when the University is entitled to it and the performance related conditions have been met. Income received in advance of performance related conditions being met is recognised as deferred income within creditors on the statement of financial position and released to income as the conditions are met.

Statement of Principal Accounting Policies (Continued)

for the year ended 31 July 2025

Income recognition (continued)

- iv Donations and endowments are recognised in income when the University is entitled to the funds. Income from donations with donor imposed restrictions is retained within the restricted or endowment reserve until such time that it is utilised in line with the restrictions when the income is released to general reserves through a reserve transfer. Donations with no restrictions are recognised in income when the University is entitled to the funds and retained within unrestricted reserves.

There are four main types of donations and endowments identified within reserves:

- a. Restricted donations - the donor has specified that the donation must be used for a particular objective.
 - b. Unrestricted permanent endowments - the donor has specified that the fund is to be permanently invested to generate an income for the general purposes of the University.
 - c. Restricted expendable endowments - the donor has specified a particular objective other than the purchase or construction of tangible assets, and the University has the power to use the capital.
 - d. Restricted permanent endowments - the donor has specified that the fund is to be permanently invested to generate an income stream to be applied to a particular objective.
- v Investment income is credited to the Consolidated Statement of Comprehensive Income and Expenditure on a receivable basis as restricted or unrestricted income according to the terms of the donation or endowment.
 - vi Increases or decreases in value arising on the revaluation or disposal of tangible asset investments are added to or subtracted from the investment concerned and recognised in the Consolidated Statement of Comprehensive Income and Expenditure.
 - vii Capital grants are recognised in income when the University is entitled to the funds subject to any performance related conditions being met. Where grant funded assets are in the course of construction, we consider on a case by case basis whether their construction constitutes a performance related condition. In the event that it does, income will be recognised as the expenditure to complete the asset is incurred.
 - viii Funds the University receives and disburses as paying agent on behalf of a funding body are excluded from the income and expenditure of the University where the University is exposed to minimal risk or enjoys minimal economic benefit related to the transaction.

Employment benefits

Short term employment benefits such as salaries and compensated absences are recognised as an expense in the year in which the employees render service to the University. Any unused benefits are accrued and measured as the additional amount the University expects to pay as a result of the unused entitlement.

Accounting for retirement benefits

As described in note 30, Queen Mary is a member of three defined benefit pension schemes: the Superannuation Arrangements of the University of London (SAUL), the Universities Superannuation Scheme (USS), and the NHS Public Service Scheme (NHS). Queen Mary also operates a closed defined benefit pension scheme for former non-teaching staff of the London Hospital and St Bartholomew's Hospital medical colleges.

Statement of Principal Accounting Policies (Continued)

for the year ended 31 July 2025

Accounting for retirement benefits (continued)

The SAUL and USS schemes are defined benefit schemes which are externally funded and are valued every three years by professionally qualified independent actuaries. Both SAUL and USS are multi-employer schemes for which it is not possible to identify the assets and liabilities applying to Queen Mary's membership due to the mutual nature of the scheme and therefore these schemes are accounted for as a defined contribution scheme. Contributions to the scheme are recognised as an expense in the Consolidated Statement of Comprehensive Income and Expenditure in the periods during which services are rendered by employees. In addition, a liability is recorded in the Consolidated Statement of Comprehensive Income and Expenditure when a contractual commitment to fund past deficits is made. The liability is held within provisions and released to expenditure to decrease pension payments made over the term of the commitment.

The NHS pension scheme is an unfunded multi-employer scheme. Contributions to the scheme are recognised as an expense in the Consolidated Statement of Comprehensive Income and Expenditure in the periods during which services are rendered by employees on the basis of contributions payable.

London Hospital and St Bartholomew's Hospital medical colleges pension scheme is a defined benefit plan. Queen Mary has an obligation to provide the agreed benefits to former employees, and actuarial risk (that benefits will cost more or less than expected) and investment risk (that returns on assets set aside to fund the benefits will differ from expectations) are borne, in substance, by the University. The University recognises any liability for its obligations under defined benefit plans net of plan assets. This net defined benefit liability is measured as the estimated amount of benefit that employees have earned in return for their service in prior periods, discounted to determine its present value, less the fair value (at bid price) of plan assets. The calculation is performed by a qualified actuary using the projected unit credit method. Where the calculation results in a net asset, recognition of the asset is limited to the extent to which the University is able to recover the surplus through refunds from the plan.

Financial Instruments

As allowable under FRS 102 Queen Mary has adopted the option to apply the recognition, measurement and disclosure requirements of sections 11 and 12 of FRS 102.

Equity investments are recognised initially at fair value which is normally the transaction price. Subsequently, they are measured at fair value through Consolidated Statement of Comprehensive Income and Expenditure except for those equity investments that are not publicly traded and whose fair value cannot otherwise be measured reliably which are recognised at cost less impairment until a reliable measure of fair value becomes available. If a reliable measure of fair value is no longer available, the equity instrument's fair value on the last date the instrument was reliably measurable is treated as the cost of the instrument. Investments in associates and subsidiaries are carried at cost less impairment.

The managed investment portfolio, a group of financial assets and debt instruments, is evaluated on a fair value basis through Consolidated Statement of Comprehensive Income and Expenditure.

Debtors and creditors with no stated interest rate and receivable or payable within one year are recorded at the undiscounted transaction price. Any losses arising from impairment are recognised in the Consolidated Statement of Comprehensive Income and Expenditure in other operating expenses.

Statement of Principal Accounting Policies (Continued)

for the year ended 31 July 2025

Financial Instruments (continued)

All interest-bearing loans and borrowings which are basic financial instruments are initially recognised at the present value of cash payable to the bank (including interest). After initial recognition they are measured at amortised cost using the effective interest rate method, less impairment. The effective interest rate amortisation is included in the Consolidated Statement of Comprehensive Income and Expenditure. All interest-bearing loans and borrowings which are non-basic financial instruments are measured at fair value through the Consolidated Statement of Comprehensive Income and Expenditure. Fair value measurement: the best evidence of fair value is a quoted price for an identical asset in an active market. When quoted prices are unavailable, the price of a recent transaction for an identical asset provides evidence of fair value as long as there has not been a significant change in economic circumstances or a significant lapse of time since the transaction took place. If the market is not active and recent transactions of an identical asset on their own are not a good estimate of fair value, the fair value is estimated by using a valuation technique.

Cash and cash equivalents are included at amortised cost using the effective interest rate method.

Finance Leases

Leases in which Queen Mary assumes substantially all the risks and rewards of ownership of the leased asset are classified as finance leases. Leased assets acquired by way of finance lease and the corresponding lease liabilities are initially recognised at an amount equal to the lower of their fair value and the present value of the minimum lease payments at inception of the lease. Minimum lease payments are apportioned between the finance charge and the reduction of the outstanding liability. The finance charge is allocated to each period during the lease term so as to produce a constant periodic rate of interest on the remaining balance of the liability.

Operating leases

Costs in respect of operating leases are charged on a straight-line basis over the lease term. Any lease premiums or incentives are spread over the lease term.

Foreign currency

Transactions denominated in foreign currencies are recorded at the rate of exchange ruling at the dates of the transactions. Monetary assets and liabilities in foreign currencies are translated into sterling at the rates of exchange ruling at the date of the Statement of Financial Position. Exchange differences arising have been included in the Consolidated Statement of Comprehensive Income and Expenditure.

The assets and liabilities of foreign operations, arising on consolidation, are translated into sterling at the rate of exchange at the date of the Statement of Financial Position. The revenues and expenses of foreign operations are translated at an average rate for the year where this rate approximates to the foreign exchange rates ruling at the dates of the transactions. Exchange differences arising from this translation of foreign operations are reported in the Consolidated Statement of Comprehensive Income and Expenditure.

Intangible assets

Intangible assets are stated at cost less amortisation or at impaired value. Where it is considered that there has been any impairment in the value of an asset, the difference between the carrying value and the higher of its net realisable value or value in use is expensed in the Consolidated Statement of Comprehensive Income and Expenditure.

Third party software and the costs associated with its implementation costing less than £25,000 per individual item or group of related items is written off in the year of acquisition. All other costs are amortised over 3-8 years on a straight line basis, the period of its estimated useful life.

Statement of Principal Accounting Policies (Continued)

for the year ended 31 July 2025

Tangible assets

Fixed assets are stated at cost or deemed cost less accumulated depreciation. Depreciation is calculated on a straight line basis. Cost includes the original purchase price of the asset and the costs attributable to bringing the asset to its working condition for intended use. Where parts of a tangible asset have different useful lives, they are accounted for as separate items of tangible assets.

Land and buildings were revalued to fair value on 31 July 2014. The University has taken advantage of the transitional arrangements in FRS 102 to apply this valuation as deemed cost but not to adopt a valuation policy going forward. Additions to land and buildings since 1 August 2014 have been at cost.

- i Buildings are depreciated over 50 years. Depreciation on leased buildings is calculated over the life of the lease if the lease is less than 50 years. No provision for depreciation is made against the value of land.
- ii Assets in the course of construction are stated at cost and are not depreciated until they are transferred to the completed asset class when ready for use.
- iii Freehold improvement works are depreciated over 20-40 years.
- iv Leasehold improvement works are depreciated over 20-40 years or the term of the lease if shorter.
- v Plant & Machinery is depreciated over 10-15 years.
- vi Fixtures & Fittings are depreciated over 10 years.
- vii Equipment is depreciated over 3-8 years.
- viii Plant & Machinery, Equipment and Fixtures & Fittings costing less than £25,000 per individual item or group of related items is written off in the year of acquisition. All other items are capitalised.
- ix Where assets are acquired with the aid of specific grants they are capitalised and depreciated over the shorter of the term of the grant or the depreciation terms as set out above.
- x Assets held under finance leases are depreciated over the period of the finance lease or the depreciation terms as set out above whichever is shorter.
- xi Improvements to properties held under short leases are depreciated over the life of the lease.
- xii Expenditure on an asset after it is purchased is capitalised when the expected future benefits from that asset as a result of the expenditure are greater than those previously assessed.
- xiii Where it is considered that there has been any impairment in the value of an asset, the difference between the carrying value and the higher of its net realisable value or value in use is expensed in the Consolidated Statement of Comprehensive Income and Expenditure. Circumstances which could give rise to an impairment are reviewed annually.
- xiv Queen Mary owns heritage assets, none of which either individually or collectively are material to these Financial Statements, which have not been capitalised.
- xv Expenditure to ensure that a tangible asset maintains its previously recognised standard of performance is recognised in the Consolidated Statement of Comprehensive Income and Expenditure in the year it is incurred. The University has a planned maintenance programme which is reviewed annually.

Statement of Principal Accounting Policies (Continued)

for the year ended 31 July 2025

Investments

- i Investments in associates and subsidiaries are shown at the lower of cost or net realisable value.
- ii Associate undertakings are shown at Queen Mary's attributable share of net assets in the Statement of Financial Position.
- iii Listed investments held for the benefit of the endowment portfolio are shown at market valuation with movements recognised in the Consolidated Statement of Comprehensive Income and Expenditure.
- iv Shares held in other non-current asset investments are initially held at their transaction price. Thereafter, they are measured at fair value through the Consolidated Statement of Comprehensive Income and Expenditure except for those equity investments that are not publicly traded and whose fair value cannot otherwise be measured reliably which are recognised at cost less impairment until a reliable measure of fair value becomes available. If a reliable measure of fair value is no longer available, the equity instrument's fair value on the last date the instrument was reliably measurable is treated as the cost of the instrument.
- v Current asset investments are held at fair value with movements recognised in the Consolidated Statement of Comprehensive Income and Expenditure.

Stock

Stock is valued on a first in first out basis and stated at the lower of cost and net realisable value. Included in the valuation are stocks in the refectories and central and departmental stores. An annual review is undertaken of slow moving, obsolete and defective stock and the difference between the carrying value and the higher of its net realisable value or value in use is expensed in the Consolidated Statement of Comprehensive Income and Expenditure.

Cash and cash equivalents

Cash includes cash in hand, deposits repayable on demand and overdrafts. Deposits are repayable on demand if they are in practice available within 24 hours without penalty. Cash equivalents are short term, highly liquid investments, typically with a maturity of up to 3 months from the initial investment, that are readily convertible to known amounts of cash with insignificant risk of change in value. Cash held on deposit for longer than three months is accounted for as current asset investments.

Provisions

Provisions are recognised in the Financial Statements when:

- i The University has a present obligation (legal or constructive) as a result of a past event;
- ii it is probable that an outflow of economic benefits will be required to settle the obligation; and
- iii a reliable estimate can be made of the amount of the obligation.

The amount recognised as a provision is determined by discounting the expected future cash flows at a pre-tax rate that reflects risks specific to the liability.

Statement of Principal Accounting Policies (Continued)

for the year ended 31 July 2025

Contingent Liabilities

A contingent liability arises from a past event that gives the University a possible obligation whose existence will only be confirmed by the occurrence or otherwise of uncertain future events not wholly within the control of the University or where it is not probable that an outflow of resources will be required or the amount of the obligation cannot be measured reliably. Contingent liabilities are not recognised in the Statement of Financial Position but are disclosed in the notes.

Accounting for Intercompany Loans

The University accounts for intercompany loans using the accounting treatment for public benefit entities in Section 34 of FRS 102.

Taxation

Queen Mary is an exempt charity within the meaning of Schedule 3 of the Charities Act 2011 and is considered to pass the tests set out in Paragraph 1 Schedule 6 Finance Act 2010 and therefore meets the definition of a charity for corporation tax purposes. Accordingly, the University is potentially exempt from tax in respect of income or capital gains received within categories covered by Sections 478-488 CTA 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992 to the extent that such income or gains are applied to exclusively charitable purposes. The University is registered for Value Added Tax (VAT) but is unable to recover input tax incurred on the majority of its expenditure, most education and research being exempt or outside the scope activities under VAT legislation. Irrecoverable VAT is included in the cost of the goods or service.

Deferred taxation

Deferred tax arises from timing differences between the treatment of certain items for taxation and accounting purposes. Provision is made for deferred tax only to the extent that it is probable that an actual liability will crystallise for a subsidiary and deferred tax assets are only recognised to the extent that it is probable that they will be recovered against future taxable profits by a subsidiary. The deferred tax assets and liabilities are not discounted and are netted in the Statement of Financial Position.

Reserves

Reserves are classified as restricted or unrestricted.

- i The restricted endowment reserve comprises endowments made to the University where the donor has specified that the fund is to be invested to generate an income stream to be applied to a specific purpose.
- ii The restricted reserves include balances where the donor has designated a specific purpose and therefore the University is restricted in the use of these funds.

Accounting Estimates and Judgements

The following are the key judgements and sources of uncertainty in the estimates that have the most significant effect on the amounts recognised in the Financial Statements:

Valuation of Loan Notes

In January 2019 QMUL issued £160m of unsecured senior notes, £96.5m of which are treated as non-basic financial instruments. As non-basic financial instruments, the loan notes are measured at fair value in the Financial Statements with any movement in value recognised through the consolidated statement of comprehensive income and expenditure. The University has obtained an independent fair value of the non-basic loan notes and this value has been included in the Financial Statements. The valuation is based on the assumption that the loan notes will be held until maturity and will not be prepaid early. This assumption is consistent with the University's financial plans.

Notes to the Financial Statements

for the year ended 31 July 2025

1 Tuition fees and education contracts

	Year ended 31 July 2025		Year ended 31 July 2024	
	Consolidated £'000	Institution £'000	Consolidated £'000	Institution £'000
Full-time home and EU students	138,128	131,425	143,442	137,497
Full-time international students	224,436	224,018	225,047	224,200
Part-time students	7,736	7,716	7,961	7,943
Short course fees	5,287	5,287	3,966	3,966
Other fees and support grants	3,734	3,734	3,651	3,651
Education contracts	12,722	12,722	12,757	12,757
	392,043	384,902	396,824	390,014

2 Funding body grants

	Year ended 31 July 2025		Year ended 31 July 2024	
	Consolidated £'000	Institution £'000	Consolidated £'000	Institution £'000
Recurrent grant				
Revenue				
Office for Students	28,187	28,187	27,528	27,528
Research England	43,367	43,367	42,407	42,407
Capital				
Office for Students	-	-	-	-
Research England	5,076	5,076	4,661	4,661
Specific grants				
Revenue				
Office for Students	1,936	1,936	1,780	1,780
Research England	2,541	2,541	1,825	1,825
Capital				
Office for Students	3,400	3,400	2,250	2,250
Research England	-	-	-	-
Higher Education Innovation Fund				
Research England	5,622	5,622	6,428	6,428
	90,129	90,129	86,879	86,879

Notes to the Financial Statements (Continued)

for the year ended 31 July 2025

3	Research grants and contracts	Year ended 31 July 2025		Year ended 31 July 2024	
		Consolidated	Institution	Consolidated	Institution
		£'000	£'000	£'000	£'000
	Research councils	50,431	50,393	44,771	44,771
	Research charities	55,308	55,176	49,871	49,747
	Government (UK and overseas)	34,311	34,307	31,081	31,081
	Industry and commerce	17,748	17,743	17,069	16,912
	Other	3,300	3,298	4,390	4,316
		161,098	160,917	147,182	146,827
	Included within Research grants and contracts above are capital grants of:	1,924	1,924	1,783	1,783
4	Other income	Year ended 31 July 2025		Year ended 31 July 2024	
		Consolidated	Institution	Consolidated	Institution
		£'000	£'000	£'000	£'000
	Residences, catering and conferences	34,769	34,769	31,928	31,930
	Other services rendered	3,719	4,237	5,756	6,167
	Health Authorities	14,438	14,438	12,283	12,283
	Other revenue income	18,910	17,244	17,035	13,217
	Other capital income	-	-	859	859
		71,836	70,688	67,861	64,456
5	Investment income	Year ended 31 July 2025		Year ended 31 July 2024	
		Consolidated	Institution	Consolidated	Institution
		£'000	£'000	£'000	£'000
	Notes				
	Investment income on expendable endowments	21 338	338	345	345
	Investment income on permanent endowments	21 868	868	833	833
	Other investment income	19,499	19,410	20,673	20,550
	Net return on pension scheme	30 -	-	-	-
		20,705	20,616	21,851	21,728

Notes to the Financial Statements (Continued)
for the year ended 31 July 2025

6	Donations and endowments	Notes	Year ended 31 July 2025		Year ended 31 July 2024	
			Consolidated	Institution	Consolidated	Institution
			£'000	£'000	£'000	£'000
	New endowments	21	754	754	120	120
	Donations with restrictions	22	756	962	1,044	1,516
	Unrestricted donations		820	675	708	708
			2,330	2,391	1,872	2,344

Income donated for capital expenditure:	-	-	171	171
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Donations income includes donations in kind totalling £nil (2024: £188,038) of which £nil (2024: £170,795) relates to capital equipment.

7	Grant and Fee Income	Year ended 31 July 2025		Year ended 31 July 2024		
		Consolidated £'000	Institution £'000	Consolidated £'000	Institution £'000	
	The source of grant and fee income, included in notes 1 to 3 is as follows:					
	OfS (Grant income from the OfS)	2	33,523	33,523	31,558	31,558
	Other bodies (Grant income from other bodies)	2	56,606	56,606	55,321	55,321
	Research awards (Fee income for research awards (exclusive of Vat))	1&3	7,625	7,625	7,497	7,497
	Non-qualifying (Fee income from non- qualifying courses (exclusive of Vat))	1	18,911	18,911	17,581	17,581
	Taught (Fee income for taught awards (exclusive of Vat))	1	368,188	361,047	374,214	367,403
			484,853	477,712	486,171	479,360

Fee income above consists of tuition fee income net of fee waivers. Research awards fee income includes £2,681,061 (2024: £2,467,695) of tuition fees funded from research grants (note 3).

Notes to the Financial Statements (Continued)

for the year ended 31 July 2025

8 Staff costs

	Year ended 31 July 2025		Year ended 31 July 2024	
	Consolidated £'000	Institution £'000	Consolidated £'000	Institution £'000
Staff costs:				
Salaries	325,139	319,785	306,458	301,223
Social security costs	36,915	36,403	31,942	31,486
Movement in holiday pay accrual	681	671	545	537
Other pension costs	43,109	42,946	46,246	46,071
Compensation for loss of office	6,222	6,222	3,161	3,161
	<u>412,066</u>	<u>406,027</u>	<u>388,352</u>	<u>382,478</u>
Pension provision movements:				
Movement on USS provision	-	-	(158,423)	(158,423)
	<u>-</u>	<u>-</u>	<u>(158,423)</u>	<u>(158,423)</u>
	<u>412,066</u>	<u>406,027</u>	<u>229,929</u>	<u>224,055</u>

	2025	2024
Compensation for loss of office:	Consolidated	Consolidated
Total amount of compensation for loss of office	£ 6,221,967	£ 3,161,442
Number of people to whom this was payable	277	218

	2025	2024
Average FTE staff numbers by major category:	Consolidated	Consolidated
	No.	No.
Academic, education and research	2,721	2,640
Professional services	2,120	2,053
Technical services	305	303
Operational services	288	284
	<u>5,434</u>	<u>5,280</u>

Notes to the Financial Statements (Continued)

for the year ended 31 July 2025

8 Staff costs (continued)

Remuneration of the President and Principal: Professor Colin Bailey

	2025	2024
	£	£
Emoluments:		
Basic Salary	346,035	341,948
Benefits in kind - taxable		
Utilities, service charge and furniture in Principal's accommodation	10,126	9,784
Taxable accommodation	400	400
Total remuneration before pension contributions	356,561	352,132
Pension Contributions to USS	-	8,976
Total remuneration including pension contributions	356,561	361,108

Justification for the total remuneration package for Professor Colin Bailey

The President and Principal is the chief academic and executive officer of the University with ultimate responsibility for the development and delivery of the Strategy, as well as for ensuring that the University has the financial strength and sustainability to achieve its ambitions. The post-holder is responsible for maintaining and promoting the University's values and distinctive identity, for overseeing the achievement of high international standards in education and research across all disciplines, and for protecting and developing the University's reputation on a regional, national and international level.

Professor Colin Bailey CBE has been the University's President and Principal since September 2017. He was appointed following an international search, which was overseen by Council, and his salary at the time was set close to the median compared to other Russell Group universities. Professor Bailey made clear in advance his intention to waive any salary increase or bonus that the Committee may wish to award between 2017/18 and 2020/21.

In 2021, Council re-appointed Professor Bailey for a further five years considering his significant contribution in the role. Council also increased Professor Bailey's basic salary from £300,000 to £316,180 after four years in which his actual salary had remained constant. This uplift corresponded to the national cost of living increases awarded to members of staff at the University between 2018/19 and 2021/22 and ensured that Professor Bailey's salary increased at the same rate, or less, compared to the salaries of other staff at the University in a context of financial austerity caused by the Coronavirus pandemic and after a year in which no cost of living increases were awarded across many sectors.

In consideration of Professor Bailey's performance in the role and noting how his salary compared to the market, Remuneration Committee agreed further uplifts to his basic salary as follows. Each of these uplifts was aligned to the national cost of living increases awarded between 2022/23 and 2024/25, thereby maintaining the relationship between Professor Bailey's emoluments and the median value for other members of staff at the University.

3.0% from August 2022.

5.0% from August 2023, the first 2.0% taking effect from February 2023.

2.5% from March 2025, the first £900 taking effect from August 2024.

Notes to the Financial Statements (Continued)

for the year ended 31 July 2025

8 Staff costs (continued)

Justification for the total remuneration package for Professor Colin Bailey (continued)

Council requires the President and Principal to reside in nearby accommodation, which it provides for the better performance of the duties and for official business. This is consistent with similar arrangements at other universities, especially in London. The University purchased the property outright in 1976 for £55,000. The gross rating value of the property used to calculate the cash equivalent of the accommodation benefit is £400.

Professor Bailey has elected for the enhanced opt-out section of the Universities Superannuation Scheme (the same employer pension scheme that is available to other academic and related staff) by which the University makes contributions at a reduced rate for Professor Bailey to retain in-service benefits. The enhanced opt-out contribution rate for employers in 2024/25 was 0.0% of salary (compared to the full contribution rate of 14.5%).

Remuneration Committee publishes an Annual Report with further information about the President and Principal’s remuneration, performance and objectives:

www.qmul.ac.uk/governance-and-legal-services/governance/council/committees/remuneration-committee/

Relationship between Professor Colin Bailey's emoluments and the median value for all staff employed by the University:	2025 Median	2024 Median
Basic Salary (median calculated as full-time equivalent for the salaries of all staff)	8.0	8.4
Total remuneration (median calculated as full-time equivalent for the remuneration of all staff)	7.2	7.5

Trustees (Council Members)

The Trustees neither received nor waived any emoluments during the year (2024: £nil) in respect of their position as Trustees. All Trustees are entitled to be reimbursed for reasonable travel and subsistence expenses incurred in the performance of their duties. In 2025 no trustees were reimbursed for expenses (2024: nil).

Notes to the Financial Statements (Continued)

for the year ended 31 July 2025

8 Staff costs (continued)

Key management personnel

Key management personnel are those persons having authority and responsibility for planning, directing and controlling the activities of the University. Emoluments include any compensation paid to key management personnel. The President and Principal is included together with the other members of Queen Mary's Senior Executive who are listed on the final page of the financial statements.

	2025	2024
	£	£
Emoluments:		
Salary	2,267,379	2,099,593
Benefits in kind	10,526	10,184
Severance	-	-
Total remuneration before pension contributions	2,277,905	2,109,777
Pension Contributions to USS	210,806	218,618
Total remuneration including pension contributions	2,488,711	2,328,395

The number of staff who earned a basic salary of over £100,000 in the year	2025	2024
	No.	No.
£100,000 - £104,999	53	33
£105,000 - £109,999	32	27
£110,000 - £114,999	33	27
£115,000 - £119,999	21	19
£120,000 - £124,999	14	12
£125,000 - £129,999	22	29
£130,000 - £134,999	12	17
£135,000 - £139,999	6	7
£140,000 - £144,999	22	7
£145,000 - £149,999	9	3
£150,000 - £154,999	6	7
£155,000 - £159,999	5	5
£160,000 - £164,999	4	5
£165,000 - £169,999	0	0
£170,000 - £174,999	5	2
£175,000 - £179,999	2	0
£180,000 - £184,999	0	2
£185,000 - £189,999	3	0
£205,000 - £209,999	2	3
£210,000 - £214,999	1	0
£235,000 - £239,999	0	1
£240,000 - £244,999	1	0
£340,000 - £344,999	0	1
£345,000 - £349,999	1	0
	254	207

The salary bandings above exclude London Allowance as this is not considered to be part of basic pay.

Notes to the Financial Statements (Continued)

for the year ended 31 July 2025

9 Interest and other finance costs

	Year ended 31 July 2025		Year ended 31 July 2024	
	Consolidated	Institution	Consolidated	Institution
	£'000	£'000	£'000	£'000
Loan interest	7,287	6,660	7,443	6,765
Finance lease interest	-	-	1	1
Net charge on pension schemes	106	106	3,468	3,468
Other	-	-	-	-
	7,393	6,766	10,912	10,234

10 Analysis of total expenditure by activity

	Year ended 31 July 2025		Year ended 31 July 2024	
	Consolidated	Institution	Consolidated	Institution
	£'000	£'000	£'000	£'000
Academic and related expenditure	342,456	337,280	333,376	327,790
Administration and central services	130,375	130,135	124,184	123,958
Premises	49,325	48,460	56,354	55,499
Residences, catering and conferences	37,007	35,571	42,648	41,038
Research grants and contracts	131,017	130,915	121,842	121,745
Pension Provision	-	-	(158,423)	(158,423)
Other expenses	11,867	11,076	11,341	10,911
	702,047	693,437	531,322	522,518

	2025	2024
	Consolidated	Consolidated
		£'000
Other operating expenses include:		
External auditor's remuneration in respect of audit services for current year (excluding non-recoverable VAT)	251	259
External auditor's remuneration in respect of non-audit services (excluding non-recoverable VAT)	73	7
Operating lease rentals		
Land and buildings	16,634	15,169
Other	760	568

Notes to the Financial Statements (Continued)

for the year ended 31 July 2025

10 Analysis of total expenditure by activity (continued)

Access and Participation

	Year ended 31 July 2025		Year ended 31 July 2024	
	Consolidated	Institution	Consolidated	Institution
	£'000	£'000	£'000	£'000
Access Investment	1,114	1,114	1,165	1,165
Financial Support	7,180	7,180	8,078	8,078
Support for Disabled Students	1,191	1,191	1,087	1,087
Research and Evaluation	89	89	106	106
Total Spend	<u>9,574</u>	<u>9,574</u>	<u>10,436</u>	<u>10,436</u>
Of which staff costs	<u>1,820</u>	<u>1,820</u>	<u>1,685</u>	<u>1,685</u>

A link to Queen Mary's Access and Participation Plan can be found at:

<https://www.qmul.ac.uk/media/qmul/media/publications/QMUL-2020-21-to-2024-25-Access-and-participation-plan.pdf>

This sets out how we will address risk to equality of opportunity across the full student lifecycle, including our investment plan. To note a new plan will take effect as of 2025/26.

The investment to support activities described within our Access and Participation Plan is funded from the Higher Fee Income.

The Access and Participation figures in the Financial Statements include central expenditure incurred delivering the commitments outlined in the plan, as well as expenditure on specific projects within the Faculties. Also included is an allocation for wider faculty staff time spent on supporting disadvantaged and under-represented groups to access higher education. A significant amount of staff time from across the University is devoted to access and participation, and not all is captured here.

As well as the investment outlined above, Queen Mary also invests significantly in the Success and Progression of all students once they have started at the University, including under-represented groups. This support is significant and wide ranging and is not captured in these figures.

Access Investment

The Access Investment outlined above incorporates work carried out by the central Widening Participation Team, including a proportion of relevant staff salaries. This includes specific projects and programmes of work to support under-represented groups to access Higher Education, examples of which include the introduction of Access to Queen Mary and QM Futures. In addition, the investment includes discipline-specific activity delivered by the Faculties.

Access spend has reduced slightly by 4% compared to 2023/2024 to £1,114k (2023/24: £1,165k), as a result of driving efficiency in the delivery of our access activities. We continue to deliver a full suite of activities both virtually and face-to-face in schools and colleges and on our campuses, and are looking to expand our virtual delivery owing to the reach it enables. We continue to work collaboratively with a range of organisations to increase the breadth and reach of our activities; for example, through Realising Opportunities we worked with a network of research intensive universities who share a commitment to increase access to under-represented groups to support over 1,500 widening participation students per year to access university.

Notes to the Financial Statements (Continued)

for the year ended 31 July 2025

10 Analysis of total expenditure by activity (continued)

Access and Participation (continued)

Financial Support

Queen Mary University of London provides bursaries to all students whose household income, as assessed by Student Finance England, meets our published criteria. Students with an assessed household income of less than £20,000 per annum receive a bursary of £1,700 per annum and students with a household income of between £20,000 and £35,000 receive a bursary of £1,000 per annum. We review our modelling annually to predict the number of students entitled to bursaries and the budget that should be allocated to this in the Access Agreement. In 2024/25 we distributed bursaries of over £6.7m (2023/24: £7.6m) to eligible students. External research that we commissioned in 2019 demonstrated the value and importance of these bursaries to student participation and success. We repeat this research in-house every 2 years, and the positive impact on students continues to be clear.

Queen Mary also continues to provide targeted financial support to particular cohorts of students. Examples include Sanctuary Scholarships for asylum seekers totalling over £39k (2023/24: £14k), and a targeted fund for Care Leavers and Estranged students totalling £93k (2023/24: £93k). In addition, we distributed just under £39k of Go Study Abroad bursaries (2023/24: £44k), to support students who would otherwise have not been able to take part in overseas initiatives, including £10k to support the new Summer Mobility Programme.

Furthermore, in 2024/25 QMUL distributed a further £244k to students in financial need from our Financial Assistance Fund (2023/24: £329k).

Support for Disabled Students

The support for Disabled Students includes the expenditure by the central Dyslexia and Disability Service, including the student premium. Support for disabled students has increased by 10% to £1,191k (2023/24: £1,087k).

Faculties and academic departments have additional direct expenditure supporting disabled students. This is not captured in these figures.

Research and Evaluation

Research and evaluation is vital to ensure all our activities deliver impact. This spend includes our ongoing subscription to HEAT (which increases our ability to track the impact of activities on participants over time), the delivery of student-led research projects to inform the development of our widening participation curriculum through, for example, in-school focus groups, and the development of University business intelligence tools to more effectively monitor widening participation cohorts at every stage of the applicant funnel and student journey. The spend includes a proportion of relevant salaries, including those of the Strategic Planning team, recognising their continued role in developing business intelligence tools. Research and Evaluation spend in 2024/25 has reduced by 16% compared to prior year, as development of some business intelligence tools concludes and they start being implemented.

Staff

The investment in staff includes those staff working in the Disability and Dyslexia team, the Widening Participation team and a proportion of staff time in the Strategic Planning team. It also includes faculty staff time related to specific projects or programmes of work.

Staff from across the University spend a significant proportion of their time supporting our approach to Access and Participation for under-represented groups. This staff time is not captured in the figures above.

Notes to the Financial Statements (Continued)

for the year ended 31 July 2025

11 Taxation

	Year ended 31 July 2025		Year ended 31 July 2024	
	Consolidated £'000	Institution £'000	Consolidated £'000	Institution £'000
Current tax				
Current tax expense	1,122	1,122	1,105	1,106
Current tax expense	<u>1,122</u>	<u>1,122</u>	<u>1,105</u>	<u>1,106</u>
Deferred tax	(341)	-	115	-
Total tax expense	<u><u>781</u></u>	<u><u>1,122</u></u>	<u><u>1,220</u></u>	<u><u>1,106</u></u>

Deferred taxation

Deferred tax arises from timing differences between the treatment of certain items for taxation and accounting purposes. Provision is made for deferred tax only to the extent that it is probable that an actual liability will crystallise for a subsidiary and deferred tax assets are only recognised to the extent that it is probable that they will be recovered against future taxable profits by a subsidiary. The deferred tax assets and liabilities are not discounted and are netted on the Statement of Financial Position.

Notes to the Financial Statements (Continued)

for the year ended 31 July 2025

12 Intangible Assets

	Software £'000	Assets in the Course of Construction £'000	Total £'000
Consolidated and Institution			
Cost			
As at 1 August 2024	30,154	2,538	32,692
Additions	-	898	898
Transfers	1,346	(1,346)	-
Disposals	(78)	-	(78)
As at 31 July 2025	31,422	2,090	33,512
Amortisation			
As at 1 August 2024	26,938	-	26,938
Charge for the year	1,484	-	1,484
Disposals	(78)	-	(78)
As at 31 July 2025	28,344	-	28,344
Net book value			
As at 31 July 2025	3,078	2,090	5,168
As at 31 July 2024	3,216	2,538	5,754

Notes to the Financial Statements (Continued)

for the year ended 31 July 2025

13 Tangible assets

	Freehold Land and Buildings	Leasehold Land and Buildings	Plant and Machinery	Fixtures, Fittings and Equipment	Assets in the Course of Construction	Total
Consolidated	£'000	£'000	£'000	£'000	£'000	£'000
Cost or valuation						
As at 1 August 2024	621,701	89,284	32,392	132,030	41,589	916,996
Additions	-	-	-	163	104,004	104,167
Transfers	53,623	(12)	3,244	11,658	(68,513)	-
Impairment	-	-	-	-	-	-
Disposals	-	-	-	(5,838)	-	(5,838)
As at 31 July 2025	675,324	89,272	35,636	138,013	77,080	1,015,325
Depreciation						
As at 1 August 2024	75,663	25,139	13,961	92,606	-	207,369
Charge for the year	10,704	3,756	2,535	13,763	-	30,758
Disposals	-	-	-	(5,677)	-	(5,677)
As at 31 July 2025	86,367	28,895	16,496	100,692	-	232,450
Net book value						
As at 31 July 2025	588,957	60,377	19,140	37,321	77,080	782,875
As at 31 July 2024	546,038	64,145	18,431	39,424	41,589	709,627
Institution						
Cost or valuation						
As at 1 August 2024	614,321	89,284	27,321	128,193	41,589	900,708
Additions	-	-	-	-	102,222	102,222
Transfers	53,623	(12)	3,244	11,658	(68,513)	-
Impairment	-	-	-	-	-	-
Disposals	-	-	-	(3,868)	-	(3,868)
As at 31 July 2025	667,944	89,272	30,565	135,983	75,298	999,062
Depreciation						
As at 1 August 2024	74,185	25,140	10,582	88,898	-	198,805
Charge for the year	10,556	3,756	2,198	13,691	-	30,201
Disposals	-	-	-	(3,707)	-	(3,707)
As at 31 July 2025	84,741	28,896	12,780	98,882	-	225,299
Net book value						
As at 31 July 2025	583,203	60,376	17,785	37,101	75,298	773,763
As at 31 July 2024	540,136	64,144	16,739	39,295	41,589	701,903

Notes to the Financial Statements (Continued)

for the year ended 31 July 2025

13 Tangible assets (continued)

Consolidated tangible assets include the following leasehold assets:

	Freehold Land and Buildings	Leasehold Land and Buildings	Plant and Machinery	Fixtures, Fittings and Equipment	Assets in the Course of Construction	Total
	£'000	£'000	£'000	£'000	£'000	£'000

Net Book Value:

As at 31 July 2025	-	60,376	-	100	-	60,476
As at 31 July 2024	-	64,145	-	234	-	64,379

A full valuation of all Queen Mary's land and buildings was carried out at 31 July 2014 by JLL.

Freehold land and buildings at 31 July 2025 includes land with a cost of £341,373,000 (2024: £290,373,000) which is not depreciated.

Consolidated fixtures, fittings and equipment include assets held or previously held under finance leases as follows:

	31 July 2025	31 July 2024
	Consolidated	Consolidated
	£'000	£'000
Cost	3,002	3,002
Accumulated depreciation	(2,768)	(2,634)
Charge for year	(134)	(134)
Net book value	100	234

The University holds two main classes of heritage assets: one comprises portraits of former Principals of the University and institution with which it merged; and the other is silverware. The value of neither class is material, nor both classes together, to these Financial Statements.

Notes to the Financial Statements (Continued)

for the year ended 31 July 2025

14 Non-Current Investments

	Subsidiary companies	Other Investments	Shared Equity Property	Total
	£'000	£'000	£'000	£'000
Consolidated				
As at 31 July 2024	-	50,589	1,000	51,589
Additions to managed portfolio	-	6,968	-	6,968
Disposals from managed portfolio	-	(6,134)	-	(6,134)
Additions to listed and unlisted shares	-	140	-	140
Disposal of shared equity property	-	-	(250)	(250)
Change in fair value - managed investment portfolio	-	398	-	398
Movements on cash balances in portfolio	-	(148)	-	(148)
Change in fair value of other investments	-	(936)	-	(936)
As at 31 July 2025	-	50,877	750	51,627
Institution				
As at 31 July 2024	3,516	50,402	1,000	54,918
Additions to managed portfolio	-	6,968	-	6,968
Disposals from managed portfolio	-	(6,134)	-	(6,134)
Additions to listed and unlisted shares	1,242	140	-	1,382
Disposal of shared equity property	-	-	(250)	(250)
Change in fair value - endowment investment portfolio	-	398	-	398
Movements on cash balances in portfolio	-	(148)	-	(148)
Change in fair value of other investments	-	(811)	-	(811)
As at 31 July 2025	4,758	50,815	750	56,323

Cash balances held by our investment managers are included within the total fixed asset investment portfolio above. As such the additions, disposals and other movements in the year which solely affect the fixed asset investment cash balance are not included in the cash flow statement for the year as they are non-cash movements.

Movements on cash balances in portfolio include management fees of £128,000 (2024: £117,000).

Notes to the Financial Statements (Continued)

for the year ended 31 July 2025

14 Non-Current Investments (continued)

	As at 31 July 2025 Consolidated	As at 31 July 2025 Institution	As at 31 July 2024 Consolidated	As at 31 July 2024 Institution
	£'000	£'000	£'000	£'000
Other non-current investments consist of :				
Listed shares				
hVIVO plc (was Open Orphan)	404	348	1,173	1,009
Actual Experience plc	-	-	-	-
Poolbeg Pharma plc	38	32	171	148
	442	380	1,344	1,157
Unlisted shares				
Amber Therapeutics Limited	281	281	241	241
Biomoti Limited	-	-	221	221
Biophilica Limited	50	50	50	50
CVCP Properties PLC	53	53	53	53
DAACI Holdings Limited	500	500	500	500
Dragonfly Technology Solutions Ltd	200	200	200	200
Keratify Limited	83	83	83	83
Kinomica Limited	972	972	972	972
Landr Audio Inc	263	263	263	263
Newrotex Limited	40	40	40	40
Syntex Limited	58	58	-	-
Carbon Cell Limited	17	17	-	-
Echopoint Medical Limited	123	123	-	-
Waveshaper Technologies Inc.	90	90	-	-
	2,730	2,730	2,623	2,623
Managed Investment Portfolio				
Equities	18,810	18,810	19,658	19,658
Fixed interest stocks	5,545	5,545	4,566	4,566
Other investments	22,992	22,992	21,893	21,893
Cash holdings	358	358	505	505
	47,705	47,705	46,622	46,622
	50,877	50,815	50,589	50,402

Quoted investments are valued at market price at the date of the Statement of Financial Position.

Notes to the Financial Statements (Continued)

for the year ended 31 July 2025

15 Investments in associates

	Year ended 31 July 2025		Year ended 31 July 2024	
	Consolidated	Institution	Consolidated	Institution
	£'000	£'000	£'000	£'000
As at 1 August 2024	410	589	517	315
Additions	250	250	274	274
Disposals	-	-	-	-
Change in fair value	(105)	(105)	-	-
Share of (loss)	(149)	-	(75)	-
Share of Corporation Tax	-	-	-	-
Change in reserves	(80)	-	(306)	-
As at 31 July 2025	326	734	410	589

Queen Mary University of London holds directly the following shares in associate companies:

	Country of Registration	Equity Holding	Proportion held	Principal Activity
AeroSolar Limited	England	Ordinary	30.00%	Solar cells technology
BioMin Technologies Limited	England	Ordinary	18.20%	Dental materials
Elcella Limited	England	Ordinary	22.30%	Food supplement
Emdot Limited	England	Ordinary	27.60%	Inkjet printing technology
Enterika Limited	England	Ordinary	44.90%	Food supplement
IoNa Therapeutics Limited	England	Ordinary	20.00%	Supplement for disease prevention
Nemisindo Limited	England	Ordinary	30.00%	Software development
Nilocas Limited	England	Ordinary	20.90%	Cardiac diagnostics
RoEx Limited	England	Ordinary	26.80%	AI music mixing software
Tabletop R&D Limited	England	Ordinary	30.00%	AI-based technology for games
Stealthyx Therapeutics Limited	England	Ordinary	43.30%	Drug delivery
Warblr Limited	England	Ordinary	33.30%	Software development
William Harvey Research Limited	England	Ordinary	40.00%	Research

Notes to the Financial Statements (Continued)

for the year ended 31 July 2025

16 Trade and other receivables

	Year ended 31 July 2025		Year ended 31 July 2024	
	Consolidated	Institution	Consolidated	Institution
	£'000	£'000	£'000	£'000
Amounts falling due within one year:				
Research grant receivables	71,477	71,461	65,912	65,910
Other trade receivables	42,811	42,611	35,752	35,449
Other receivables	1,262	1,239	2,706	2,716
Prepayments and accrued income	21,500	20,974	26,988	26,685
Amounts due from subsidiary companies	-	4,015	-	4,662
Amounts due from associate companies	628	628	179	179
	137,678	140,928	131,537	135,601
Amounts falling due after one year:				
Other receivables	3,033	-	2,692	-
	140,711	140,928	134,229	135,601

Amounts due from associate companies are trading balances.

Amounts due from subsidiaries include inter-company balances of £3,614,821 (2024: £4,590,710) with QMUL Malta Ltd and £7,428 (2024: £4,216) with QMUL Paris Ltd which is repayable on demand. The remaining £392,908 (2024: £66,684) is a trading balance.

17 Current Investments

	Year ended 31 July 2025		Year ended 31 July 2024	
	Consolidated	Institution	Consolidated	Institution
	£'000	£'000	£'000	£'000
As at 1 August 2024	196,379	196,379	208,379	208,379
Additions	-	-	-	-
Disposals	-	-	(750)	(750)
Movements on deposits	(106,875)	(106,875)	(11,250)	(11,250)
As at 31 July 2025	89,504	89,504	196,379	196,379
Current investments consist of :				
Property	-	-	-	-
Bank Deposits	89,504	89,504	196,379	196,379
	89,504	89,504	196,379	196,379

Notes to the Financial Statements (Continued)

for the year ended 31 July 2025

18 Creditors: amounts falling due within one year

	Year ended 31 July 2025		Year ended 31 July 2024	
	Consolidated	Institution	Consolidated	Institution
	£'000	£'000	£'000	£'000
Secured Loans	1,047	-	997	-
Unsecured loans	1,206	1,206	1,171	1,171
Obligations under finance leases	45	45	134	134
Trade payables	39,480	38,760	35,556	35,517
Social security and other taxation payable	9,851	9,841	8,683	8,661
Research grants/contracts in advance	82,328	82,300	79,251	79,245
Accruals and deferred income	70,148	69,010	69,468	68,624
Amounts owed to subsidiaries	-	371	(2)	3,437
Other creditors	13,438	13,353	13,800	13,072
	217,543	214,886	209,058	209,861

Amounts due to subsidiaries includes £nil (2024: £3,114,435) due to QMW Developments Ltd which is repayable on demand. The remaining £370,509 (2024: £322,428) are trading balances.

Deferred income

Included within accruals and deferred income are the following items of income which have been deferred until specific performance related conditions have been met.

	Year ended 31 July 2025		Year ended 31 July 2024	
	Consolidated	Institution	Consolidated	Institution
	£'000	£'000	£'000	£'000
Donations	-	-	-	-
Grant income	5,998	5,989	6,547	6,547
Tuition income	5,340	5,236	4,675	4,675
Other income	10,210	10,040	12,653	12,653
	21,548	21,265	23,875	23,875

Notes to the Financial Statements (Continued)

for the year ended 31 July 2025

19 Creditors: amounts falling due after more than one year

	Note	Year ended 31 July 2025		Year ended 31 July 2024	
		Consolidated	Institution	Consolidated	Institution
		£'000	£'000	£'000	£'000
Obligations under finance leases		-	-	45	45
Secured loans		10,302	-	11,349	-
Unsecured loans and notes		166,272	166,272	177,422	177,422
Other creditors		6,383	6,383	7,965	7,965
		<u>182,957</u>	<u>172,655</u>	<u>196,781</u>	<u>185,432</u>

Analysis of secured and unsecured loans and notes:

Due within one year or on demand	18	<u>2,253</u>	<u>1,206</u>	<u>2,168</u>	<u>1,171</u>
Due between one and two years		2,379	1,271	2,253	1,206
Due between two and five years		7,806	4,117	7,463	3,960
Due in five years or more		<u>166,389</u>	<u>160,884</u>	<u>179,055</u>	<u>172,256</u>
Due after more than one year		<u>176,574</u>	<u>166,272</u>	<u>188,771</u>	<u>177,422</u>
Total secured and unsecured loans		<u>178,827</u>	<u>167,478</u>	<u>190,939</u>	<u>178,593</u>

Unsecured loans repayable by 2042		45,501	45,501	46,672	46,672
Unsecured notes repayable by 2049		105,000	105,000	105,000	105,000
Fair value movement on unsecured notes repayable by 2049		(38,023)	(38,023)	(28,079)	(28,079)
Unsecured notes repayable by 2058		55,000	55,000	55,000	55,000
Secured loans repayable by 2034		<u>11,349</u>	-	<u>12,346</u>	-
		<u>178,827</u>	<u>167,478</u>	<u>190,939</u>	<u>178,593</u>

Notes to the Financial Statements (Continued)

for the year ended 31 July 2025

19 Creditors: amounts falling due after more than one year (continued)

Included in loans and notes are the following:

Unsecured bank loan:

Lender	Amount £'000	Term	Interest rate	Borrower
Lloyds Bank PLC	39,816	2042	Fixed 5.01%	QMUL
Lloyds Bank PLC	5,685	2042	Variable 0.30% above SONIA rate	QMUL
	<u>45,501</u>			

Unsecured notes:

Lender	Amount £'000	Term	Interest rate	Borrower
Metropolitan Life Insurance Company *	42,200	2049	Fixed 2.97%	QMUL
Metropolitan Tower Life Insurance Company *	13,000	2049	Fixed 2.97%	QMUL
MetLife Insurance K.K. *	6,800	2049	Fixed 2.97%	QMUL
Brighthouse Life Insurance Company of NY *	4,500	2049	Fixed 2.97%	QMUL
Pensionskasse des Bundes Publica	8,500	2049	Fixed 2.97%	QMUL
New York Life Insurance Company *	19,000	2049	Fixed 2.97%	QMUL
New York Life Insurance & Annuity Corporation *	11,000	2049	Fixed 2.97%	QMUL
Pension Insurance Corporation Plc	55,000	2058	Fixed 3.10%	QMUL
* Fair value movement	(38,023)			
	<u>121,977</u>			

Secured bank loan:

Lender	Amount £'000	Term	Interest rate	Borrower
Barclays Bank PLC	<u>11,349</u>	2034	Fixed 5.27%	Queen Mary Bioenterprises Ltd

Total loans and notes

178,827

Queen Mary Bioenterprises Limited entered into a loan facility for £16,500,000 with Barclays Bank PLC on 15 February 2007 to fund the building of an Innovation Centre. The loan balance outstanding at 31 July 2025 is £11,348,607 (2024: £12,345,133). The loan is secured on the Innovation Centre which has a net book value at 31 July 2025 of £9,005,330 (2024: £7,650,410).

Notes to the Financial Statements (Continued)
for the year ended 31 July 2025

20 Other Provisions

Consolidated and Institution		Other Provisions £'000
As at 1 August 2024		136
Utilised in year		(18)
Additions in year		121
Unused amounts reversed		(32)
As at 31 July 2025		207

Notes to the Financial Statements (Continued)

for the year ended 31 July 2025

21 Endowment Reserves

Restricted net assets relating to endowments are as follows:

Consolidated and Institution	Restricted permanent endowments £'000	Unrestricted permanent endowments £'000	Expendable endowments £'000	2025 £'000	2024 £'000
As at 1 August 2024					
	28,774	2,541	-	31,315	28,615
Accumulated income	2,974	-	13,751	16,725	15,126
	31,748	2,541	13,751	48,040	43,741
Recategorisation - capital	(2)	-	-	(2)	-
Recategorisation - accumulated income	-	-	2	2	-
	31,746	2,541	13,753	48,040	43,741
 New endowments	751	-	3	754	120
Unrealised Gains on investments	597	47	248	892	4,034
Management fee applied to Capital	(85)	(7)	(36)	(128)	(117)
Investment income	804	64	338	1,206	1,178
Expenditure	(166)	(64)	(844)	(1,074)	(916)
Repayment of Benevolence Loans	-	-	-	-	-
 Total endowment comprehensive income for the year	1,901	40	(291)	1,650	4,299
 As at 31 July 2025	33,647	2,581	13,462	49,690	48,040
 Represented by:					
Capital	30,035	2,581	-	32,616	31,315
Accumulated income	3,612	-	13,462	17,074	16,725
	33,647	2,581	13,462	49,690	48,040
 Analysis by type of purpose:					
Centre for Commercial Law Studies	21,615	-	1,826	23,441	22,708
Lectureships	677	-	94	771	741
Scholarships and bursaries	7,254	-	2,160	9,414	8,334
Research support	858	2,049	6,104	9,011	9,008
Prize funds	2,732	-	30	2,762	2,667
General	511	532	3,248	4,291	4,582
	33,647	2,581	13,462	49,690	48,040
 Analysis by asset:					
Non-current asset investments				47,706	46,622
Cash and cash equivalents				1,984	1,418
				49,690	48,040

Notes to the Financial Statements (Continued)

for the year ended 31 July 2025

22 Restricted Reserves

	Year ended 31 July 2025		Year ended 31 July 2024	
	Consolidated	Institution	Consolidated	Institution
	£'000	£'000	£'000	£'000
Reserves with restrictions are as follows:				
As at 1 August 2024	4,585	2,607	4,440	2,752
Transfers	-	-	-	-
	4,585	2,607	4,440	2,752
New grants	932	155	2,709	1,131
New donations	756	962	1,044	1,516
Investment income	25	-	29	-
Capital grants utilised	-	-	(859)	(859)
Expenditure	(2,061)	(1,495)	(2,778)	(1,933)
Total restricted comprehensive income for the year	(348)	(378)	145	(145)
As at 31 July 2025	4,237	2,229	4,585	2,607
Analysis of restricted funds by type of purpose:				
	£'000	£'000	£'000	£'000
Scholarships and bursaries	1,205	296	1,254	298
Research support	815	382	757	389
Other	2,217	1,551	2,574	1,920
	4,237	2,229	4,585	2,607

23 Cash and cash equivalents

	As at 1 August 2024	Cash flows	As at 31 July 2025
	£'000	£'000	£'000
Consolidated			
Cash and cash equivalents	163,549	68,386	231,935
Bank overdraft	-	-	-
	163,549	68,386	231,935
Institution			
Cash and cash equivalents	158,567	67,020	225,587
Bank overdraft	-	-	-
	158,567	67,020	225,587

Notes to the Financial Statements (Continued)

for the year ended 31 July 2025

24 Consolidated reconciliation of net debt

	As at 1 August 2024	Cash Flows	Other non- cash changes	Change in fair value	As at 31 July 2025
	£'000	£'000	£'000	£'000	£'000
Analysis of net debt:					
Cash and cash equivalents	163,549	68,386	-	-	231,935
Current investments - deposits	196,379	(106,875)	-	-	89,504
Borrowings: amounts falling due within one year					
Secured loans	(997)	997	(1,047)	-	(1,047)
Unsecured loans	(1,171)	1,171	(1,206)	-	(1,206)
Obligations under finance leases	(134)	134	(45)	-	(45)
	(2,302)	2,302	(2,298)	-	(2,298)
Borrowings: amounts falling due after more than one year					
Secured loans	(11,349)	-	1,047	-	(10,302)
Unsecured loans	(177,422)	-	1,206	9,944	(166,272)
Obligations under finance leases	(45)	-	45	-	-
	(188,816)	-	2,298	9,944	(176,574)
Net debt	168,810	(36,187)	-	9,944	142,567

Notes to the Financial Statements (Continued)

for the year ended 31 July 2025

25 Financial Instruments

	Year ended 31 July 2025		Year ended 31 July 2024	
	Consolidated	Institution	Consolidated	Institution
	£'000	£'000	£'000	£'000
Financial assets				
Measured at fair value through income and expenditure				
Managed Investment Portfolio	47,705	47,705	46,622	46,622
Listed non-current investments	442	380	1,344	1,157
Current investment property	-	-	-	-
Measured at amortised cost				
Cash and cash equivalents	231,935	225,587	163,549	158,567
Bank deposits	89,504	89,504	196,379	196,379
Measured at undiscounted amount receivable				
Research grant receivables	71,477	71,461	65,912	65,910
Trade and other receivables	47,106	43,850	41,150	38,165
Equity instruments measured at cost less impairment				
Shares not listed	2,730	2,730	2,623	2,623
Investments in Associates	326	734	410	589
	<u>491,225</u>	<u>481,951</u>	<u>517,989</u>	<u>510,012</u>
Financial liabilities				
Measured at fair value through income and expenditure				
Unsecured notes	58,477	58,477	68,421	68,421
Debt instruments measured at amortised cost				
Unsecured notes	63,500	63,500	63,500	63,500
Loans	56,850	45,501	59,018	46,672
Finance Leases	45	45	179	179
Measured at undiscounted amount payable				
Trade and other payables	39,480	38,760	35,556	35,517
	<u>218,352</u>	<u>206,283</u>	<u>226,674</u>	<u>214,289</u>

Notes to the Financial Statements (Continued)

for the year ended 31 July 2025

26 Capital and other commitments

Provision has not been made for the following capital commitments:

	Year ended 31 July 2025		Year ended 31 July 2024	
	Consolidated £'000	Institution £'000	Consolidated £'000	Institution £'000
Commitments contracted for	64,819	64,819	10,244	10,244

Commitments contracted for above includes commitments for intangible assets and tangible assets.

27 Contingent liabilities

Queen Mary University of London has entered into a guarantee with Barclays Bank PLC to meet the liabilities arising from a £16,500,000 loan to Queen Mary Bioenterprises Limited for the purpose of constructing a technology innovation centre at Whitechapel. As at 31 July 2025 the value of the loan balance stood at £11,348,607 (2024: £12,345,133). The University's liability under the guarantee is contingent upon Queen Mary Bioenterprises Limited being unable to meet the schedule of loan repayments. At present it is expected that Queen Mary Bioenterprises Limited should be able to meet the repayments.

28 Lease obligations

Consolidated and Institution

Total rentals payable under operating leases:

Consolidated and Institution	As at 31 July 2025			As at 31 July 2024
	Land and Buildings £'000	Plant and Machinery £'000	Total £'000	Total £'000
Payable during the year	16,634	760	17,394	15,737
Future minimum lease payments due:				
Not later than 1 year	16,719	1,484	18,203	16,296
Later than 1 year and not later than 5 years	53,353	4,631	57,984	53,614
Later than 5 years	68,813	1,449	70,262	76,635
Total lease payments due	138,885	7,564	146,449	146,545

Notes to the Financial Statements (Continued)

for the year ended 31 July 2025

29 Subsidiary undertakings

	Country of Registration	Equity Holding	Proportion held	Principal Activity
Queen Mary University of London holds directly the following shares in subsidiary companies:				
People's Palace Projects	England	Limited by guarantee	100%	Participatory arts charity
Queen Mary Innovation Limited	England	Ordinary	100%	Holding Company
Queen Mary Innovation Limited	England	Preference	100%	Holding Company
Queen Mary University of London Holdings Limited	Malta	Ordinary	100%	Holding Company
Queen Mary University of London Holdings Limited holds directly the following shares in subsidiary companies:				
Queen Mary University of London - Malta Limited	Malta	Ordinary	100%	Provision of education
Queen Mary Innovation Limited holds directly the following shares in subsidiary companies:				
Nanoforce Technology Limited	England	Ordinary	100%	Micro and nanotechnology facility
Q.M.W. Developments Limited	England	Ordinary	100%	Property development
Queen Mary Bioenterprises Limited	England	Ordinary	100%	Developing Innovation Centre
Queen Mary Research and Consulting (Hong Kong) Limited	Hong Kong	Ordinary	100%	Supporting University activities
Queen Mary Research and Consulting (Hong Kong) Limited holds directly the following shares in subsidiary companies:				
Mary Education Management Advisory (Beijing) Co. Limited	China	Ordinary	100%	Supporting University activities

Whilst the University does not have an equity holding in Queen Mary University of London Foundation, it is treated as a subsidiary in the consolidated financial statements as all of its assets are held for the benefit of the University. Queen Mary University of London Foundation is registered in England.

Queen Mary University of London (Paris) is registered as a non-profit Association in France with the purpose of provision of education. There is no equity holding but the University exercises full control through the membership arrangements, as such it is treated as a subsidiary in the consolidated financial statements.

Notes to the Financial Statements (Continued)

for the year ended 31 July 2025

30 Pension Schemes

The three principal pension schemes for the University's staff are the Superannuation Arrangements of the University of London (SAUL), the Universities Superannuation Scheme (USS) and the National Health Service Pension Scheme (NHS). The University also operates a closed scheme for the non-teaching staff of the London Hospital and St Bartholomew's Hospital medical colleges (LHMC) prior to their merger with the University.

The contribution rates to the schemes are shown below:

	At 31 July 2025		
	USS %	SAUL %	NHS %
Employees' contributions - career revalued benefits scheme	6.1	6.0	5.2 - 12.5*
Employer's contributions	14.5	16.0 - 19.0**	23.7

	At 31 July 2024		
	USS %	SAUL %	NHS %
Employees' contributions - career revalued benefits scheme	6.1	6.0	5.2 - 12.5*
Employer's contributions	14.5	21.0	23.7

* tiered contribution rates depending on salary

**contribution rate depends on which part of the scheme employees are eligible to join

	31 July 2025		31 July 2024	
	Consolidated £'000	Institution £'000	Consolidated £'000	Institution £'000
Employer Pension Contributions				
Contribution to USS	30,910	30,771	34,356	34,196
Contribution to SAUL	7,238	7,238	7,810	7,810
Contribution to NHS	4,954	4,938	4,073	4,065
Contribution to other pension schemes	7	-	7	-
	<u>43,109</u>	<u>42,947</u>	<u>46,246</u>	<u>46,071</u>

	31 July 2025		31 July 2024	
	Consolidated £'000	Institution £'000	Consolidated £'000	Institution £'000
Statement of comprehensive income				
- net pension cost in year				
USS	30,910	30,771	(120,515)	(120,675)
SAUL	7,238	7,238	7,810	7,810
NHS	4,954	4,938	4,073	4,065
LHMC	(34)	(34)	(68)	(68)
Other	7	-	7	-
	<u>43,075</u>	<u>42,913</u>	<u>(108,693)</u>	<u>(108,868)</u>

The net pension cost in the year consists of the employer pension contributions and the movement in pension provision or pension asset.

Other comprehensive income - actuarial (gain) / loss in respect of pension schemes

LHMC	<u>(140)</u>	<u>(140)</u>	<u>16</u>	<u>16</u>
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Statement of Financial Position - Pension scheme asset included in debtors

LHMC	<u>427</u>	<u>427</u>	<u>348</u>	<u>348</u>
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Notes to the Financial Statements (Continued)

for the year ended 31 July 2025

30 Pension Schemes (continued)

(i) USS

Queen Mary participates in the Universities Superannuation Scheme (USS) which is the main scheme covering most academic and academic-related staff. The Scheme is a hybrid pension scheme, providing defined benefits (for all members), as well as defined contribution benefits. The assets of the scheme are held in a separate trustee-administered fund.

USS is a multi-employer scheme and is accounted for as set out in the accounting policies.

The total net cost charged to the Consolidated Statement of Comprehensive Income and Expenditure is £30,910,000 (2024: £120,515,000 credit which included a movement on the deficit recovery provision of £154,870,566 credit).

Deficit recovery contributions due within one year for the university are nil (2024: nil).

A deficit recovery plan was put in place as part of the 2020 valuation. It required payment of 6.2% of salaries over the period 1 April 2022 until 31 March 2024, at which point the rate would increase to 6.3%. No deficit recovery plan was required under the 2023 valuation because the scheme was in surplus on a technical provisions basis. The institution was no longer required to make deficit recovery contributions from 1 January 2024 and accordingly released the outstanding provision to the statement of income and expenses in the prior year.

The latest available complete actuarial valuation of the Retirement Income Builder, the defined benefit part of the scheme, is as at 31 March 2023 (the valuation date), which was carried out using the projected unit method.

Since the institution cannot identify its share of the Retirement Income Builder (defined benefit) assets and liabilities, the following disclosures reflect those relevant for those assets and liabilities as a whole.

The 2023 valuation was the seventh valuation for the scheme under the scheme-specific funding regime introduced by the Pensions Act 2004, which requires schemes to have sufficient and appropriate assets to cover their technical provisions (the statutory funding objective). At the valuation date, the value of the assets of the scheme was £73.1bn and the value of the scheme's technical provisions was £65.7bn indicating a surplus of £7.4bn and a funding ratio of 111%.

The key financial assumptions used in the 2023 valuation are described below. More detail is set out in the Statement of Funding Principles .

<https://www.uss.co.uk/about-us/valuation-and-funding/statement-of-funding-principles>

Price inflation - Consumer Prices Index (CPI):

3.0% p.a. (based on a long-term average expected level of CPI, broadly consistent with long-term market expectations)

RPI/CPI gap:

1.0% p.a. to 2030, reducing to 0.1% p.a. from 2030

Discount rate:

Fixed interest gilt yield curve plus:

Pre-retirement: 2.5% p.a.

Post-retirement: 0.9% p.a.

Pension increases (all subject to a floor of 0%):

Benefits with no cap: CPI assumption plus 3bps

Benefits subject to a "soft cap" of 5% (providing inflationary increases up to 5%, and half of any excess inflation over 5% up to a maximum of 10%): CPI assumption minus 3bps

Notes to the Financial Statements (Continued)

for the year ended 31 July 2025

30 Pension Schemes (continued)

(i) USS (continued)

The main demographic assumptions used relate to the mortality assumptions. These assumptions are based on analysis of the scheme's experience carried out as part of the 2023 actuarial valuation. The mortality assumptions used in these figures are as follows:

	2023 valuation
Mortality base table	101% of S2PMA "light" for males and 95% of S3PFA for females
Future improvements to mortality	CMI 2021 with a smoothing parameter of 7.5, an initial addition of 0.4% p.a., 10% w2020 and w2021 parameters, and a long-term improvement rate of 1.8% pa for males and 1.6% pa for females

The current life expectancies on retirement at age 65 are:

	2025	2024
Males currently aged 65 years	23.8	23.7
Females currently aged 65 years	25.5	25.6
Males currently aged 45 years	25.7	25.4
Females currently aged 45 years	27.2	27.2

(ii) SAUL

The University participates in the Superannuation Arrangements of the University of London (SAUL), which is a centralised defined benefit scheme within the United Kingdom and was contracted-out of the Second State Pension (prior to April 2016).

SAUL is an independently managed pension scheme for the non-academic staff of over 50 colleges and institutions with links to higher education.

Pension benefits accrued within SAUL currently build up on a Career Average Revalued Earnings ("CARE") basis.

The University is not expected to be liable to SAUL for any other current participating employer's obligations under the rules of SAUL, but in the event of an insolvency of any participating employer within SAUL, an amount of any pension shortfall (which cannot otherwise be recovered) in respect of that employer, may be spread across the remaining participating employers and reflected in the next actuarial valuation.

SAUL's statutory funding objective is to have sufficient and appropriate assets to meet the costs incurred by the Trustee in paying SAUL's benefits as they fall due (the "Technical Provisions"). The Trustee adopts assumptions which, taken as a whole, are intended to be sufficiently prudent for pensions and benefits already in payment to continue to be paid and for the commitments which arise from Members' accrued pension rights to be met.

The Technical Provisions assumptions include appropriate margins to allow for the possibility of events turning out worse than expected. However, the funding method and assumptions do not completely remove the risk that the Technical Provisions could be insufficient to provide benefits in the future.

A formal actuarial valuation of SAUL is carried out every three years by a professionally qualified and independent actuary. The last actuarial valuation was carried out with an effective date of 31 March 2023. Informal reviews of SAUL's position, reflecting changes in market conditions, cash flow information and new accrual of benefits, are carried out between formal valuations.

The funding principles were agreed by the Trustee and employers in June 2024 and are due to be reviewed at SAUL's next formal valuation in 2026.

Notes to the Financial Statements (Continued)

for the year ended 31 July 2025

30 Pension Schemes (continued)

(ii) SAUL (continued)

At the 31 March 2023 valuation SAUL was 105% funded on its Technical Provisions basis. As SAUL was in surplus on its Technical Provisions basis, no deficit contributions were required. The Trustee and the Employers agreed that the Employers' contributions would fall from a rate of 21% of CARE Salaries to 19% of CARE Salaries from 1 September 2024.

The University is a participating employer in SAUL. The actuarial valuation applies to SAUL as a whole and does not identify surpluses or deficits applicable to individual employers. As a whole, the market value of SAUL's assets at 31 March 2023 was £3,096 million representing 105% of the liabilities.

It is not possible to identify an individual employer's share of the underlying assets and liabilities of SAUL. QMUL accounts for its participation in SAUL as if it were a defined contribution scheme and pension costs are based on the amounts actually paid (i.e. cash amounts) in accordance with paragraphs 28.11 of FRS 102.

As there was a Technical Provisions surplus at 31 March 2023, no deficit contributions were required following the 2023 valuation and there is no defined benefit liability (i.e. the present value of any deficit contributions due to SAUL) to be recognised by QMUL.

(iii) NHS Pension Scheme

The University participates in the NHS Pension Scheme (NHSPS) which is contracted out of the State Second Pension (S2P). The notional assets of NHSPS are assessed by the Government Actuary and the benefits are underwritten by the Government.

The NHS Pension Scheme is a defined benefit public service pension scheme, which operates on a pay-as-you-go basis. A new reformed scheme was introduced on 1 April 2015 that calculates pension benefits based on career average earnings. Transitional arrangements permitted individuals who on 1 April 2012 were within ten years of normal pension age to continue participating in the old 'final salary' NHS Pension Scheme arrangements (the 1995 and 2008 sections). All active members moved to the 2015 CARE scheme on 1 April 2022.

The employer contribution rate for the period 1 April 2019 to 31 March 2024 was 20.6 per cent of pensionable pay, increasing to 23.7 per cent from 1 April 2024. The employer contribution rate is set through a process known as the scheme valuation. A scheme valuation is carried out every four years and it measures the full cost of paying pension benefits (to current pensioners). The most recent 2020 scheme valuation identified the need to increase the employer contribution from 20.6 per cent to 23.7 per cent from 1 April 2024 to 31 March 2027.

Membership of this scheme is restricted to existing staff who are members and new staff who were already members by virtue of their previous National Health Service employment.

Notes to the Financial Statements (Continued)

for the year ended 31 July 2025

30 Pension Schemes (continued)

(iv) London Hospital and St Bartholomew's Hospital non-teaching staff scheme

The University operates a defined benefit scheme in the UK, which provided both pensions in retirement and death benefits to non-teaching staff of the London Hospital and St Bartholomew's Hospital medical colleges. Pension benefits are related to member's final salary at retirement and their length of service. Following the merger of the two medical colleges with the University, the members were offered membership of SAUL and ceased to accrue benefits in the scheme on 1 August 1996. There are no active members in the scheme. A full actuarial valuation of the scheme was carried out at 31 July 2021 and revealed a funding shortfall of £366,000. Under the recovery plan dated 31 October 2022 the University has agreed to pay contributions with the view to eliminating the shortfall by 31 July 2028. In accordance with the Scheme's current schedule of contributions dated 31 October 2022, £38,350 is payable annually on each 1 August, increasing each year by the increase in the Consumer Prices Index. Additionally, the University meets the ongoing running expenses of the scheme together with any PPF levies.

The movement in the Surplus in the year was:

	Value at 31 July 2025 £000	Value at 31 July 2024 £000
Surplus in scheme at 1 August	348	238
Contribution by employer	45	42
Current service cost	19	15
Return on assets excluding interest income	(125)	69
Actuarial gain / (loss)	140	(16)
Surplus in scheme at 31 July	427	348

Queen Mary has recognised the surplus at 31 July 2025 in full on the basis that it can recover the surplus through refunds from the Scheme.

Discretionary pension increases in the London Hospital section are set with reference to CPI subject to a maximum of 5% per annum. Pension increases for the St Bartholomew's Hospital section are fixed at 3% per annum. £34,000 has been credited to the Consolidated Statement of Income and Expenditure account in the year (2024: £68,000 credit).

(v) Defined contribution scheme

One of QMUL's subsidiaries offered a defined contribution scheme to its staff. The cost for the year was £6,695 (2024: £6,568).

Notes to the Financial Statements (Continued)

for the year ended 31 July 2025

31 Related Party Disclosures

Transactions between Queen Mary and its subsidiary undertakings have been eliminated on consolidation and therefore do not need to be disclosed in this note. Due to the nature of the University's operations and the composition of the Council and Senior Executive (being drawn from public and private sector organisations), it is inevitable that transactions will take place with organisations in which a member of Council or the Senior Executive will have an interest. All such transactions are conducted at arm's length and in accordance with the University's financial regulations and normal procurement procedures.

Name	Position at Queen Mary	Description of Appointment	Related Party	Income £'000	Expenditure £'000	Debtor £'000	Creditor £'000
Mr Tahmid Khan	The President of the Students' Union 2024-25	Director	QMSU Services Ltd	301	347	458	17
Ms Diya Selastin	The President of the Students' Union 2025-26	Director					
Mr Tahmid Khan	The President of the Students' Union 2024-25	Chair of Trustees	Queen Mary Students' Union	153	3,006	273	5
Ms Diya Selastin	The President of the Students' Union 2025-26	Chair of Trustees					
Prof Colin Bailey	Principal	Director	The Russell Group of Universities	-	96	-	-
Prof Colin Bailey	Principal	Trustee	UCAS	-	163	-	-
Prof Colin Bailey	Principal	Director and Board Member	UCEA	-	48	-	-
Prof Colin Bailey	Principal	Trustee and Board Member	University of London	2,105	2,286	74	-
Mr Ken Batty	Member of Council	Non-Executive Director	Tavistock and Portman NHS Trust	26	-	29	-
Prof Sir Mark Caulfield	Vice Principal	Non-Executive Director	Barts Health NHS Trust	20,496	5,249	11,431	191
Prof Sir Mark Caulfield	Vice Principal	Trustee	William Harvey Research Foundation	22	-	-	-

Notes to the Financial Statements (Continued)

for the year ended 31 July 2025

31 Related Party Disclosures (continued)

Name	Position at Queen Mary	Description of Appointment	Related Party	Income £'000	Expenditure £'000	Debtor £'000	Creditor £'000
Prof Sir Mark Caulfield	Vice Principal	Non-Executive Director	Barking, Havering & Redbridge University Hospitals NHS	-	667	-	3
Prof Sir Mark Caulfield	Vice Principal	Trustee and President	British Pharmacological Society	-	2	-	-
Prof Sir Mark Caulfield	Vice Principal	Council Member	Medical Schools Council	53	75	16	-
Prof Sir Mark Caulfield	Vice Principal	Board Member	UCL Partners	42	100	20	-
Dr Sharon Ellis	Chief Operations Officer	Governor	Homerton NHS Foundation Trust	-	174	23	-
Dr Sharon Ellis	Chief Operations Officer	Council Member	Research England	56,616	-	3	-
Ms Patricia Gallan	Member of Council	Deputy Chair of Governors	Drapers' Brookside Junior School	1	-	-	-
Ms Celia Gough	Member of Council	Director	Veolia Group Companies	-	29	-	-
Ms Isabelle Jenkins	Member of Council	Partner	PwC LLP	-	589	-	-
Ms Karen Gibson	Member of Remuneration Committee	Director					
Prof Andrew Livingston	Vice Principal	Director	Exactmer Limited	28	-	-	-
Dr Philippa Lloyd	Vice Principal	Trustee	LHMC pension scheme	140	106	427	-
Mr Jonathan Morgan	Chief Governance Officer and University Secretary	Director	Queen Mary Digital Limited	-	5	-	-

Notes to the Financial Statements (Continued)

for the year ended 31 July 2025

32 Supplementary Schedule for the United States Department of Education

In satisfaction of its obligations to facilitate students' access to US federal financial aid, Queen Mary is required, by the US Department of Education, to present the following Supplemental Schedule in a prescribed format. The amounts presented within the schedules have been:

- prepared under the historical cost convention, subject to the revaluation of certain fixed assets;
- prepared using United Kingdom generally accepted accounting practice, in accordance with Financial Reporting Standard 102 (FRS 102) and the Statement of Recommended Practice: Accounting for Further and Higher Education (2019 edition);
- presented in thousand pounds sterling

The schedules set out how each amount disclosed has been extracted from the financial statements. Lines with a nil value have been excluded. As set out above, the accounting policies used in determining the amounts disclosed are not intended to and do not comply with the requirements of accounting principles generally accepted in the United States of America.

		Year ended 31 July 2025	Year ended 31 July 2025	Year ended 31 July 2024	Year ended 31 July 2024
		£'000	£'000	£'000	£'000
Expendable Net Assets					
Net Assets without donor restrictions	Statement of Financial Position - Net assets without donor restrictions		848,740		803,878
Net Assets with donor restrictions	Statement of Financial Position - Net assets with donor restrictions		53,927		52,625
Secured and Unsecured related party receivable	Statement of Financial Position - Related party receivable and Related party note disclosure	12,754		10,498	
Unsecured related party receivable	Statement of Financial Position - Related party receivable and Related party note disclosure		12,754		10,498
Property, plant and equipment, net (includes Construction in progress)	Statement of Financial Position - Property, Plant and equipment, net	782,775		709,393	
Property, plant and equipment - pre-implementation	Note of the Financial Statements - Statement of Financial Position - Property, plant and equipment - pre-implementation		466,351		476,938
Property, plant and equipment - post-implementation without outstanding debt for original purchase	Note of the Financial Statements - Statement of Financial Position - Property, plant and equipment - post-implementation without outstanding debt for original purchase		239,344		190,866
Construction in progress	Note of the Financial Statements - Statement of Financial Position - Construction in progress		77,080		41,589
Lease right-of-use asset, net	Statement of Financial Position - Lease right-of-use assets, net	100		234	
Lease right-of-use asset post-implementation	Note of the Financial Statements - Statement of Financial Position - Lease right-of-use asset post-implementation		100		234
Intangible assets	Statement of Financial Position - Goodwill (and other intangibles)		5,168		5,754
Post-employment and pension liabilities	Statement of Financial Position - Post-employment and pension liabilities		-		-

Notes to the Financial Statements (Continued)

for the year ended 31 July 2025

32 Supplementary Schedule for the United States Department of Education (continued)

		Year ended 31 July 2025	Year ended 31 July 2025	Year ended 31 July 2024	Year ended 31 July 2024
		£'000	£'000	£'000	£'000
Expendable Net Assets (continued)					
Long-term debt - for long term purposes	Statement of Financial Position - Note Payable and Line of Credit for long-term purposes (both current and long term) and Line of Credit for Construction in process	178,827		190,939	
Long-term debt - for long term purposes pre-implementation	Statement of Financial Position - Note Payable and Line of Credit for long-term purposes (both current and long term) and Line of Credit for Construction in process		178,827		190,939
Lease right-of-use asset liability	Statement of Financial Position - Lease right-of-use asset liability	45		179	
Post-implementation right-of-use leases	Statement of Financial Position - Lease right-of-use asset liability post-implementation		45		179
Net assets with donor restrictions: restricted in perpetuity	Statement of Financial Position - Perpetual Funds		53,927		52,625
Total Expenses and Losses					
Total expenses without donor restrictions - taken directly from Statement of Activities	Statement of Activities - Total Operating Expenses (Total from Statement of Activities prior to adjustments)		702,047		531,322
Non-Operating and Net Investment (loss)	Statement of Activities - Non-Operating (Investment return appropriated for spending), Investments, net of annual spending gain (loss), Other components of net periodic pension costs, Pension-related changes other than net periodic pension, changes other than net periodic pension, Change in value of split-interest agreements and Other gains (loss) - (Total from Statement of Activities prior to adjustments)		(31,716)		(25,737)
Net investment losses	Statement of Activities - (Investment return appropriated for spending) and Investments, net of annual spending, gain (loss)		(21,835)		(26,641)

Notes to the Financial Statements (Continued)

for the year ended 31 July 2025

32 Supplementary Schedule for the United States Department of Education (continued)

		Year ended 31 July 2025	Year ended 31 July 2025	Year ended 31 July 2024	Year ended 31 July 2024
		£'000	£'000	£'000	£'000
Modified Net Assets					
Net assets without donor restrictions	Statement of Financial Position - Net assets without donor restrictions		848,740		803,878
Net assets with donor restrictions	Statement of Financial Position - total Net assets with donor restrictions		53,927		52,625
Intangible assets	Statement of Financial Position - Goodwill (and other intangibles)		5,168		5,754
Secured and Unsecured related party receivable	Statement of Financial Position - Related party receivable and Related party note disclosure	12,754		10,498	
Unsecured related party receivable	Statement of Financial Position - Related party receivable and Related party note disclosure		12,754		10,498
Modified Assets					
Total assets	Statement of Financial Position - Total Assets		1,303,374		1,262,478
Intangible assets	Statement of Financial Position - Goodwill (and other intangibles)		5,168		5,754
Secured and Unsecured related party receivable	Statement of Financial Position - Related party receivable and Related party note disclosure	12,754		10,498	
Unsecured related party receivable	Statement of Financial Position - Related party receivable and Related party note disclosure		12,754		10,498
Net Income Ratio					
Change in Net Assets Without Donor Restrictions	Statement of Activities - Change in Net Assets Without Donor Restrictions		44,862		189,369
Total Revenue and Gains	Statement of Activities - (Net assets released from restriction), Total Operating Revenue and Other Additions and Sale of Fixed Assets, gains (losses)		717,276		700,618

Notes to the Financial Statements (Continued)

for the year ended 31 July 2025

32 Supplementary Schedule for the United States Department of Education (continued)

Primary Reserve Ratio:		Year ended 31 July 2025	Year ended 31 July 2024
		£'000	£'000
Expendable Net Assets			
Net Assets without donor restrictions	Statement of Financial Position - Unrestricted Income and Expenditure reserve	848,740	803,878
Net Assets with donor restrictions	Note 21 (Endowment Reserves) and Note 22 (Restricted Reserves)	53,927	52,625
Restricted in perpetuity	Note 21 (Endowment Reserves) and Note 22 (Restricted Reserves)	(53,927)	(52,625)
Other intangible assets	Note 12 (Intangible assets)	(5,168)	(5,754)
Property, Plant and Equipment	Note 13 (Tangible Assets) NBV at 31 July less the lease right-of-use assets below	(782,775)	(709,393)
Lease right-of-use assets	Note 13 (Tangible Assets)	(100)	(234)
Post employment pension liability		-	-
Line of credit for long term purposes	Note 19 (Creditors: amounts falling due after more than one year)	178,827	190,939
Lease right-of-use asset liability	Note 18 (Creditors: amounts falling due within one year) and Note 19 (Creditors: amounts falling due after more than one year)	45	179
Related party receivable	Note 31 (Related Party Disclosures)	(12,754)	(10,498)
		226,815	269,117
Total Expenses and Losses Without Donor Restrictions			
Total Operating Expenses	Note 10 (Analysis of total expenditure by activity)	702,047	531,322
Other components of net periodic pension costs	Consolidated Statement of Comprehensive Income and Expenditure - Actuarial losses in respect of pension schemes	(140)	16
Investments, net of annual spending, gain /loss	(Gain)/ loss on investments	-	-
Other gains /losses	Fair value movement in unsecured notes and Note 15 (Investment in Associates)	(9,740)	889
		692,167	532,227

Notes to the Financial Statements (Continued)

for the year ended 31 July 2025

32 Supplementary Schedule for the United States Department of Education (continued)

Equity Ratio:

Modified Net Assets

Net assets without donor restrictions	Statement of Financial Position - Unrestricted Income and Expenditure reserve	848,740	803,878
Total Net Assets with Donor Restrictions	Note 21 (Endowment Reserves) and Note 22 (Restricted Reserves)	53,927	52,625
Goodwill (and other Intangibles)	Note 12 (Intangible Assets)	(5,168)	(5,754)
Related party receivable	Note 31 (Related Party Disclosures)	(12,754)	(10,498)
		884,745	840,251

Modified Assets

Total assets	Statement of Financial Position - Current and Non-current Assets	1,303,374	1,262,478
Goodwill (and other intangibles)	Note 12 (Intangible Assets)	(5,168)	(5,754)
Related party receivable	Note 31 (Related Party Disclosures)	(12,754)	(10,498)
		1,285,452	1,246,226

Net Income Ratio:

Change in Net Assets Without Donor Restrictions

Change in Net Assets Without Donor Restrictions	Consolidated Statement of Comprehensive Income and Expenditure - Unrestricted comprehensive income and expenditure for the year	44,862	189,369
		44,862	189,369

Total Revenues and Gains Without Donor Restrictions

Total Operating Revenue and Other Additions	Consolidated Statement of Comprehensive Income and Expenditure - Total Income	738,141	722,469
Investment return appropriated for spending	Note 5 (Investment income)	(20,705)	(21,851)
Sale of fixed assets, gains (losses)	Consolidated Statement of Comprehensive Income and Expenditure - Loss on disposal of tangible assets	(160)	-
		717,276	700,618

Council and Audit and Risk Committee Membership

The members of Council and the members of Audit and Risk Committee who served in the financial year, or up to the date of signing of this report.

COUNCIL MEMBERSHIP

Chair	Lord Clement-Jones CBE (tenure ended 30/04/2025)
Chair	Lan Tu (tenure started 01/11/2025)
Treasurer	Ms Isabelle Jenkins
Vice-Chair	Ms Melissa Tatton CBE (interim Chair 01/05/2025-31/10/2025)

Ex Officio Members

The President and Principal	Professor Colin Bailey CBE
The President of the Students' Union 2024/25	Mr Tahmid Kahn (tenure 01/08/2024 to 31/07/2025)
The President of the Students' Union 2025/26	Ms Diya Selastin (tenure 01/08/2025 to 31/07/2026)

Nominees of the President and Principal

	Tenure ends
Vacant	
Vacant	

Elected Members [Staff]

Professor Adrian Armstrong (from 01/10/2025)	01/10/2029
Professor Liam Campling (from 01/10/2025)	01/10/2029
Professor Kavita Datta	30/09/2025
Professor Yang Hao	30/09/2025
Dr Michaela Macdonald (from 01/10/2025)	01/10/2029
Dr Natalie McCloskey	25/09/2027
Professor Mangala Patel	30/09/2025
Professor Anthony Phillips	25/09/2027

External Members

Mr Gil Baldwin	01/03/2026
Mr Ken Batty	10/01/2030
Lord Clement-Jones CBE	30/04/2025
Ms Patricia Gallan	01/01/2027
Ms Celia Gough (to 01/09/2024)	01/09/2024
Mr Malcolm Hitching (from 01/10/2024)	01/10/2028
Mr Indy Hothi	01/01/2027
Ms Isabelle Jenkins	07/01/2026
Ms Maryanne Matthews	10/01/2030
Dr Alix Pryde	31/12/2027
Ms Melissa Tatton CBE	31/12/2027
Mr Peter Thompson	29/11/2025
Mr Rob Whiteman	01/07/2028

AUDIT AND RISK COMMITTEE MEMBERSHIP

Chairman [an external member of Council]

Mr Peter Thompson

Up to four other external members of Council

Ms Patricia Gallan
Ms Celia Gough (to 01/09/2024)
Mr Indy Hothi
Mr Malcolm Hitching (from 01/10/2024)
Dr Alix Pryde (from 01/09/2025)

Up to two co-opted members

Mr James Hedges (tenure ends 01/01/2029)

Senior Executive Team Membership

The members of the Senior Executive who served in the financial year, or up to the date of signing of this report.

Chair

President and Principal	Professor Colin Bailey
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Other Members

Vice-Principal and Executive Dean (Science and Engineering)	Professor Wen Wang
Vice-Principal and Executive Dean (Humanities and Social Sciences)	Professor Frances Bowen (resigned 22/04/2025)
Acting Vice-Principal and Executive Dean (Humanities and Social Sciences)	Professor Daniel Todman (appointed 16/04/2025)
Vice-Principal (Education)	Professor Stephanie Marshall
Vice-Principal (International)	Professor Helen Bailey (appointed 09/09/2024)
Vice-Principal (Research and Innovation)	Professor Andrew Livingston
Vice-Principal and Executive Dean (Health)	Professor Sir Mark Caulfield
Vice-Principal (Policy and Strategic Partnerships)	Dr Philippa Lloyd
Chief Governance Officer and University Secretary	Mr Jonathan Morgan
Chief Financial Officer	Ms Karen Kroger
Chief Operations Officer	Dr Sharon Ellis

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