

**ANNUAL REVIEW  
& FINANCIAL  
STATEMENTS 2024/25**



# 2024/25 AT A GLANCE

## CONTENTS

2024/25 AT A GLANCE	01
VICE-CHANCELLOR'S FOREWORD	02
SECTOR LANDSCAPE	03
FINANCIAL REVIEW	04
RISKS AND UNCERTAINTIES	07
OUR UNIVERSITY AND HISTORY	10
OUR STRATEGY	11
REVIEW OF THE YEAR 2024/25	12
<b>Progress against our strategic themes</b>	
• Sport, health and wellbeing	
• Climate change and net zero	
• Vibrant and inclusive communities	
<b>Progress against our strategic aims</b>	
• International engagement and impact	
• Research and innovation	
• Education and student experience	
• Partnerships	
• Equity, diversity and inclusion	
• Sporting excellence and opportunity	
<b>Organisational development update</b>	
DELIVERY OF PUBLIC BENEFIT	32
STATEMENT OF CORPORATE GOVERNANCE	34
STATEMENT OF THE RESPONSIBILITIES OF COUNCIL	38
INDEPENDENT AUDITOR'S REPORT	40
FINANCIAL STATEMENTS 2024/25	43



### BEST UNIVERSITY IN THE WORLD

for sports-related subjects  
for nine years running

QS World University Rankings  
by Subject 2017-2025



### BEST UNIVERSITY CAMPUS AND FACILITIES

StudentCrowd Awards 2025



### ONE OF THE TOP UK UNIVERSITIES FOR EMPLOYEE EXPERIENCE

Inspire HE Rankings 2025



### A TOP TEN UNIVERSITY IN THE UK FOR A DECADE

Complete University Guide



Complete University  
Guide 2026



### SECURED IN RESEARCH INCOME

the highest in the  
University's history



### EDUCATIONAL INSTITUTE OF THE YEAR

FEVO Sports Industry  
Awards 2025



### 2ND FOR JOB PROSPECTS

StudentCrowd  
Awards 2025



### RECOGNISED AS A UNIVERSITY OF SANCTUARY

# VICE-CHANCELLOR'S FOREWORD

**Despite an increasingly challenging external environment, our institution has remained driven, ambitious, and focused on excellence.**

The results speak for themselves and this review captures a year of outstanding achievement. These successes are a testament to the dedication of our staff, students, alumni, and partners, whose exceptional efforts and commitment have continued to strengthen Loughborough University. I would like to express my sincere thanks to all who have contributed to this remarkable year.

In the league tables, we ranked 7th in the Complete University Guide for 2026. This milestone marks a decade in the top ten for Loughborough – a feat shared only by a handful of other universities.

Our pre-eminence in sport this year was very clear, as we were named Sports University of the Year for the fourth time in the Times and Sunday Times Good University Guide 2025, as well as 'Best university in the world for sports-related subjects' in the QS World University Rankings by Subject 2017-2025, a title we've now held for nine years.

Another long-running accolade we successfully retained was British Universities and Colleges Sport (BUCS) champions, a title we've now held for 44 consecutive years.

Developing sports research has also been a key focus, with the launch of a dedicated Women in Sport Research and Innovation Hub – which is committed to accelerating growth and excellence in the women's sport sector.

As one of our three strategy themes, climate change and net zero was also prominent across the year. This included the launch of the University's Sustainability strategy, which outlines how we will reduce our own environmental impact whilst also creating a more sustainable future across society.

Our impact to date has included a 37% reduction in carbon emissions on campus since 2010; a 20% reduction in CO<sub>2</sub> car emissions since the inception of our Sustainable Travel Plan; and successfully recycling over 75% of campus waste annually for the last eight years.

Several projects championing a focus on green hydrogen, have also been launched. This includes the new Zero Carbon Innovation Centre, a multi-million-pound project to develop hydrogen-powered jet engines, and a research centre dedicated to reducing, and ultimately eliminating greenhouse gas emissions from the heavy-duty vehicle sector. All are helping to position the East Midlands as a global leader in zero carbon research and innovation.

It has been a strong year for research at Loughborough generally, as we secured £57m in research income, the highest in the University's history, an increase of 46% since our strategy launched in 2022.

In what has been a challenging year for all in higher education student recruitment, our student experience and the educational opportunities we offer, have remained a top priority. This has included the launch of DigiLabs, two newly renovated spaces that offer our students state-of-the-art technology and resources including AI, simulation, 3D data capture and motion, virtual reality learning and robotics.



We have also expanded our offering with the introduction of a new Law department, offering undergraduate, postgraduate and PhD opportunities across both our East Midlands and London campuses.

In support of this and our broader research ambitions, we also launched an academic recruitment campaign to attract talented individuals. A number have already joined, and others will be arriving shortly. These individuals will enhance our academic community and strengthen our organisation further to ensure its long-term success.

In this vein, much work has been done to enhance the experience we offer to our staff, through the development of a people and culture strategy. We are well known for the quality of the experience we provide for our students, and this work will ensure we provide our staff with the same.

Partnership has been a strong theme amongst our success this year. This included a landmark strategic partnership with ParalympicsGB, to drive innovation in para sport, as well as Forging Ahead, a new coalition of Midlands University partners that is working to revolutionise how research and innovation are translated into real-world impact.

Our drive to foster a vibrant and inclusive community also remained a top priority, with the University becoming a University of Sanctuary, for its efforts in providing a welcoming environment for refugees and those seeking asylum.

This review only offers a snapshot into what has been achieved during 2024/25. Thank you to everyone who has contributed to our considerable successes. I feel immense pride in the achievements of our community and the continued progress we are making towards our 2030 strategy, *Creating Better Futures. Together.*

There is much still to do, but we remain focused, determined, and optimistic. As the entire sector rides the current challenges, I know that we will overcome these challenges and adapt, to do what we do best – making a positive impact on our world.

*Nick Jennings*

Professor Nick Jennings CB FREng FRS  
Vice-Chancellor and President of Loughborough University

# SECTOR LANDSCAPE

**UK universities continue to be one of the nation's most powerful engines of growth and opportunity – despite mounting financial pressures and rising expectations for transformation.**

## Contribution to society and the economy

Universities play a critical role in educating people across the world and addressing global challenges through research and innovation. There are over 2.9 million students enrolled at UK higher education providers (HESA). A 2024 report by London Economics demonstrated that the sector contributed over £265 billion to the UK economy, and supported over 800,000 jobs. Graduates earn, on average, £130,000 more over their lifetimes than non-graduates (Universities UK's 2024 manifesto).

Loughborough University makes £940 million GVA contribution to the UK economy, with £510 million GVA into the local economy (October 2024 Jobs Foundation report). Loughborough University's leadership in sport, engineering, and net-zero innovation aligns directly with national priorities for global competitiveness and industrial strategy delivery.

## Sector challenges

### Financial sustainability and funding pressures

The sector is navigating a challenging financial landscape, prompting institutions to explore innovative solutions and strategic efficiencies. The real-terms value of the UK undergraduate tuition fee has declined by over 25% since its introduction in 2012. Although the Government announced a one-off inflation-linked increase to £9,535 in 2024, this was offset by a rise in National Insurance contributions, resulting in no net financial gain for institutions. The announcement in the Government's Post-16 Education and Skills White Paper that tuition fee caps will continue with automatic inflation-linked adjustments for the next two academic years has been welcomed by the University.

At the Labour Party Conference in Liverpool (October 2025), Education Secretary Bridget Phillipson announced targeted, means-tested maintenance grants for students from lower-income households studying "priority courses" aligned with the government's industrial strategy. The funding for these grants is expected to come from a new 6% levy on international student fees, applied to universities in England. For Loughborough, this could equate to an annual cost of approximately £4 million.

The Office for Students (OfS) has reported a third consecutive year of sector-wide financial decline. As universities face mounting financial pressures, over 40% of providers have forecast lower surpluses and reduced liquidity, while 35% anticipate declining operating cash flow.

Financial pressures are driving widespread cost-cutting across the sector, with nearly half of universities closing courses, a quarter implementing compulsory redundancies, and the majority reducing maintenance. Despite these pressures, many universities – including Loughborough – are finding ways to protect core priorities and invest in future-facing initiatives.

### Government policy and sector reform

The Government has signalled a renewed focus on higher education reform. The Education Secretary has outlined five strategic priorities for the sector: widening access, contributing to economic growth, enhancing civic engagement, raising teaching standards, and delivering sustained efficiency. In response, UUK established a Transformation and Efficiency Taskforce, which published its first report in June 2025. The report identifies seven key opportunities for sector-wide transformation, including shared services, digital innovation, and collaborative infrastructure.

This renewed focus presents an opportunity for universities to reimagine delivery models, strengthen partnerships, and enhance long-term resilience. A central theme of the Post-16 Education and Skills White Paper is the alignment of higher education with national skills priorities. This includes targeted investment in priority courses and a new levy on international student fees to fund skills development reinforcing the sector's role in addressing workforce gaps and supporting industrial strategy Now, more than ever, universities must focus on their areas of strength and distinctiveness. The plans underpinning delivery of our strategy *Creating Better Futures. Together* do just that.

### Student needs and expectations

Student wellbeing and expectations are increasingly central to the university experience. According to research by UUK one in four students report a diagnosed mental health condition and one third experience poor wellbeing. At the same time, financial pressures are intensifying, as the real-terms value of tuition fees continues to decline and students face rising living costs – prompting growing demand for value, support, and transparency in their educational investment.

Loughborough University continues to prioritise student wellbeing through enhanced support services, proactive mental health initiatives, and a commitment to delivering value through high-quality teaching and campus experience. This includes a comprehensive review of the academic year structure, aimed at improving student workload balance, wellbeing, and engagement. Alongside this, the University has plans to invest in new facilities including a £60m student accommodation development.

### Work force

UK universities continue to rely on a highly skilled and dedicated workforce, yet staff relations in the sector remain under some pressure, with ongoing concerns around casualisation, equity, and job security. Pay negotiations in the UK university sector continue to be shaped by financial constraints and evolving staff expectations. While discussions between employers and unions remain ongoing, institutions are working to balance fair remuneration with long-term sustainability.

Institutions like Loughborough are leading the way in staff engagement, with sector-leading results in employee experience surveys and a commitment to inclusive workplace culture. In our 2024 Staff Experience Survey, Loughborough exceeded the higher education benchmark in eight out of nine themes and we have been recognised as one of the top UK universities for employee experience in the People Insight Inspire HE Rankings.

### International student recruitment and immigration policy

International student recruitment remains a critical income stream but is increasingly volatile. As well as a national downturn in the international postgraduate student market, recent Home Office policy changes – including restrictions on dependents, increased compliance thresholds, and a reduction in the Graduate Route visa – have contributed to a decline in postgraduate taught student applications and enrolments in most UK universities.

Despite these headwinds, universities continue to attract global talent through strong academic reputations, vibrant campus communities, and targeted international strategies.

# FINANCIAL REVIEW

The headline results present a £6.8m surplus and an £11.0m reduction in cash and short-term deposits.

In a challenging financial landscape for the sector, these numbers reflect growth in both UK and International tuition fees. Robust cost control means our income growth is outpacing expenditure growth, and our operating cash flow has marginally increased. However, the fundamental financial sustainability challenges impacting the sector remain, highlighted by our cash reduction, as we continue to maintain our estate and infrastructure.

The strong demand for student places at Loughborough continues, underpinned by our reputation for student experience, sport and world-leading research.

Total income grew 7%. Positively, this included growth across multiple areas; UK and International tuition fees, Research grants and our other/commercial income.

Costs were impacted by external factors, including continued inflation in our supply chains and the National Insurance increase. However, robust action taken in this, and previous, years means we have limited cost growth to 6%.

This resulted in an operating cashflow as a percentage of income of 6%, below our target and historic run rate, but a 1% improvement from the previous year.

Our headline cash figure rose £14.8m to £56.0m, but when combined with our short-term investments this reflects a fall of £11.0m, to £121.2m, as we continue to invest in both the maintenance of our estate and focussed capital projects.

We retained significant headroom on our financial covenants.

## Cash and liquidity

Net cash inflow from operating activities totalled £22.9m, 5.8% of income. This is similar to 2023/24 (5%) but significantly below the longer term run rate (average of 11.5% between 2018/19 and 2023/24); reflecting the challenging operational environment in which we operate, reducing cash inflows available for investment and financing.

In 2024/25, we present a net cash inflow from investing activities of £0.3m. However, excluding the £26m reduction of short-term deposits, which just relates to movement in the mix of cash and short term deposits, net cash outflow from investing is £26.3m. This is primarily comprised of £33.7m payments to acquire fixed assets and a £3.3m loan to Loughborough Students Union to support with limiting their risk on pension liabilities, offset by £4.1m capital grants and interest receivable of £6.9m.

Cash outflows from financing activities remain consistent with previous years at £8.4m, comprised of interest and loan repayments.

These cashflows combined result in a cash holding of £56.0m on 31 July 2025, £14.8m higher than at 31 July 2024. The cash position is a key measure of our financial sustainability and, as such, is closely managed as part of our financial performance and planning process.

## Balance sheet

Net assets increased by £3.3m to £510.5m.

Fixed assets increased by £0.8m to £477.2m. We continue to invest in our estate, both in terms of maintenance, IT and exciting new developments, with payments made to acquire fixed assets of £33.7m in the year.

It is critical that we maintain and invest in our estate. We spent over £10m on maintenance capital during the year, improving our facilities and ensuring that they are as efficient as possible. We continued the roll out of our LED programme; a further £2.2m was spent in the year, which will deliver future utility cost savings and reduce our carbon footprint.

We continue to invest in our IT infrastructure, with £3m of expenditure on our wireless network, £2.6m on our wired network and £1.3m on high performance computing capability.

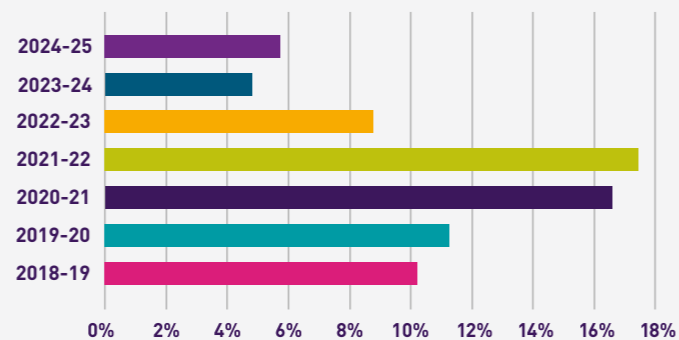
Major refurbishment of key student facing facilities total £2.2m in the year, across a range of projects including the exciting modernisation of innovative teaching spaces, provision of new flexible social study

Consolidated financial results	2024-25	2023-24
<b>Income and expenditure</b>	<b>£m</b>	<b>£m</b>
Income	397.8	373.5
Expenditure before USS pension movement	(390.9)	(367.3)
Surplus before other gains/losses and USS pension movement	6.9	6.2
Other gains/(losses)	0.1	(2.5)
Surplus before USS Pension movement	7.0	3.7
USS pension movement	-	106.1
Taxation	(0.2)	(0.2)
Surplus for the year	6.8	109.6

Cash flow	£m	£m
Operating cash flows	22.9	18.8
Investing cash flows	0.3	(10.4)
Financing cash flows	(8.4)	(8.4)
Net cash flow	14.8	0.0
Cash and cash equivalents	56.0	41.2
Cash, cash equivalents and short term deposits	121.0	132.2

Balance sheet	£m	£m
Non-current assets	501.6	496.5
Current assets	161.8	178.8
Current liabilities	(66.9)	(75.6)
Non-current liabilities	(84.2)	(90.4)
Provisions	(1.8)	(2.1)
Total net assets	510.5	507.2

## OPERATING CASH FLOW AS A % OF INCOME



space and the refurbishment of space for our new Law department, including a moot court room.

The Loughborough University Swimming Pool was opened in 2002, and is home to the Loughborough Swimming Performance Programme, a British Swimming National Centre and British Triathlon Performance Centre providing a training base for some of the world's leading swimmers. A £1.9m decarbonisation project will replace gas fired boilers with air source heat pumps removing direct fossil fuel emissions.

Long-term loans decreased to £76.6m (2023/24: £82.2m) as a result of capital repayments during the year. The University maintains headroom on its bank covenants and almost all long-term debt continues to be subject to fixed-rate agreements. During the year the existing £50m revolving credit facility was renewed for a further 5 years and remains undrawn at year-end.

We hold three pension provisions on our balance sheet; Universities Superannuation Scheme (USS), the Local Government Pension Scheme (LGPS) which is administered by Leicestershire County Council and the Teachers' Pension Scheme (TPS). As of 31 July 2025, the USS provision and the LGPS provision were both £nil, with both schemes in surplus at their last valuations. The TPS provision was £1.1m, a decrease of £0.4m.

## Income

Total income increased £24.3m (7%) to £397.8m.

Tuition fee income increased 2% to £191.2m. Our undergraduate recruitment remains strong, retaining balance across all our disciplines and maintaining high entrance standards. Postgraduate

recruitment was more challenging, particularly in the international market, where geo-political factors and intense competition remain.

Fees from UK students of £118.4m (2023/24: £116.0m), accounted for 30% of the total income of the University and 62% of total tuition fees (2023/24: 31% and 62% respectively).

Fees from international students totalled £67.6m (2023/24 £66.3m).

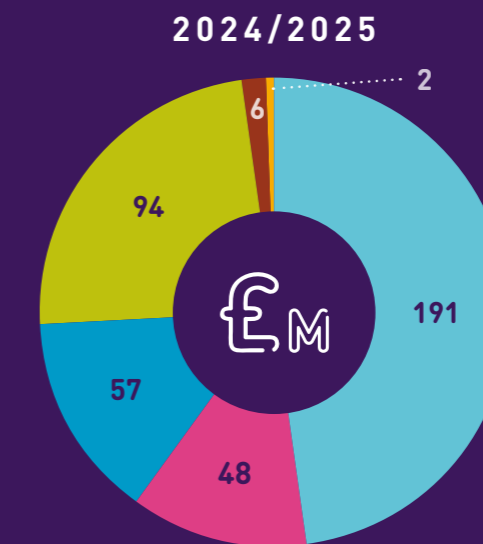
Grants from funding bodies increased 11% to £47.7m. However, removing a one-off OfS capital grant for our DigiLabs initiative (£5.8m) revises this to an underlying reduction of 3%.

Research grants and contracts income increased by £9.2m (19%) to £57.0m, reflecting investment in research in line with the University's strategy. This reflects encouraging momentum, with metrics pointing to further growth potential with high volumes of grant funding submissions. Overhead recovery is slightly lower than the prior year, resultant of declining rates of recovery in full economic costing as well as accessing a wider range of funding sources with lower returns. Although, government funding pressures may affect some future income streams, our strong performance and pipeline position us well to grow and diversify future income in alignment with our strategic ambitions

Other income increased by £7.2m (8%) to £93.6m, driven by consistently high occupancy rates in our student accommodation and increased revenue from Imago @ Loughborough Limited following the refurbishment of Burleigh Court Hotel.

Investment income fell by £1.4m (19%), to £6.1m as base rates fell from 5.25% to 4.25% throughout the year. We continue to maximise returns via active treasury management, including term deposits.

## TOTAL INCOME



	2024-25	2023-24	% Change
	£m	£m	
Tuition fees and education contracts	191	187	+2%
Funding body grants	48	43	+12%
Research grants and contracts	57	48	+19%
Other income	94	86	+9%
Investment income	6	8	-25%
Donations and endowments	2	2	0%
<b>Total income</b>	<b>398</b>	<b>374</b>	<b>+7%</b>

## Expenditure

Total expenditure excluding USS pension movement increased by 6% to £390.9m.

Excluding the USS pension movement, as in previous years, the majority of expenditure (55%) (2023/24: 55%), relates to staff costs, which increased by £12.0m (6%) to £214.3m. The increase in staff costs is as a result of the implementation of the pay award, Real Living Wage increases and increases in National Insurance contributions implemented in April 2025.

Other operating expenditure has increased £12.2m (10%) to £140.7m. The prior year included a £2m bad debt provision release, following the successful implementation of process and technological changes. The current year includes an additional £3.1m of rent/nomination payments, which is reflected in our other income line also. Excluding these changes, other operating expenditure has increase by 5.4%, as we continue to robustly manage our cost base in the environment of inflationary pressures.

Depreciation increased by £2.1m to £32.8m, reflective of a longer-term shift in our capital spend profile from new

developments to IT and maintenance; both of which typically have shorter depreciation periods.

Interest and Finance costs reduced by £2.7m, primarily due to having £nil USS deficit interest charge (2023/24 £2.4m), with the scheme now being in surplus.

### Future financial outlook

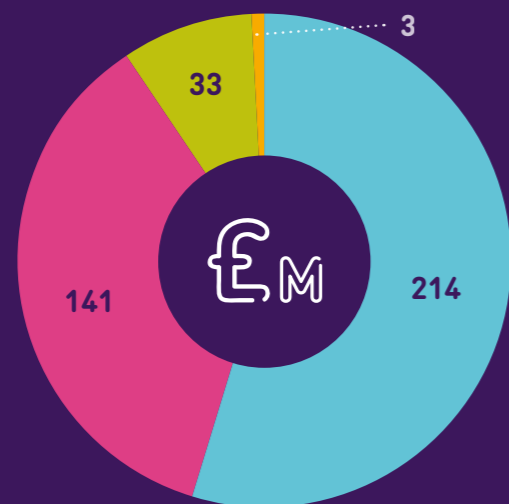
We continue to progress with our strategy, *Creating Better Futures. Together.*

Loughborough University is a research-intensive university with a sector-leading student experience and sport as a defining USP. Whilst we are exposed to the key pressures of the sector, including international student numbers and the potential international levy, we have options to navigate the financial challenges that emerge.

We continue to project headroom on our existing covenants, and our existing cash reserves provide the capacity for us to invest in areas that will support on financial sustainability moving forwards.

## TOTAL EXPENDITURE

2024/2025



	2024-25	2023-24	% Change
	£m	£m	
Staff costs excluding USS provision adjustment	214	202	+6%
Other operating expenses	141	128	+10%
Depreciation	33	31	+6%
Interest and other finance costs	3	6	-50%
Total expenditure excluding USS provision	391	367	+6%
USS provision adjustment	0	(106)	-100%
Total expenditure including USS provision	391	261	+50%

# RISKS AND UNCERTAINTIES

The University continues to regularly review and update its strategic risk register to ensure the ongoing operational and financial success of the organisation, in a testing period and rapidly changing risk environment.

### Overview

As continues to be reported in the media, the Higher Education sector finds itself in financially challenging times which stem from a number of factors, most significantly regulated fee income streams, reducing international student recruitment and inflationary cost pressure.

The University continues to benefit financially from the prudent actions taken during recent years and continues to control its cost base and preserve liquidity. These actions provide headroom for the University to navigate the right strategic path, but do not provide immunity from the financial, or other keys risks, impacting the sector.

The University's strategic risk register, which allocates each of its strategic risks to individual council/senate committees, continues to be reviewed and updated throughout the financial year. These Committees review the risk environment for each specific strategic risk at every meeting and provide assurance to the Audit and Risk Committee (ARC) that strategic risks are monitored throughout the year which allows ARC to ultimately report their findings and any recommendations to Council.

RISK	OVERSIGHT COMMITTEE	OVERVIEW OF RISK
IT & DATA SECURITY	INFORMATION TECHNOLOGY GOVERNANCE COMMITTEE	Failure of IT infrastructure resulting in operational disruption, major data loss, breach of regulations, reputational damage and/or financial loss
STUDENT EXPERIENCE	EDUCATION AND STUDENT EXPERIENCE	The University needing to monitor and then adapt to or manage changing student expectations to ensure they receive the best possible student experience
INTERNATIONAL STUDENTS	STRATEGIC PORTFOLIO AND RESOURCES COMMITTEE	Reliance on international student tuition fees, like the rest of the sector, leaving the university vulnerable to political and macroeconomic factors that reduce international student demand for UK HE and increases competition for a smaller number of students
COMPLIANCE CULTURE	HUMAN RESOURCES COMMITTEE	In an increasingly regulated environment, the University needing to enhance the culture of compliance with legislation, regulation, or ethical standards
GOVERNMENT POLICY	FINANCE COMMITTEE	The University's operating model could be significantly impacted by future changes to Higher Education sector funding models
STAFF WELLBEING	HUMAN RESOURCES COMMITTEE	Changes to the nature of work in higher education, including changes to pensions and increased regulation, resulting in staff dissatisfaction, absence, or industrial action
PENSIONS	FINANCE COMMITTEE	The University's commitment to several pension schemes potentially requiring disproportionate allocation of resources



## IT & DATA SECURITY

The ongoing digital transformation of the University means that reliance on technological infrastructure is critical and will continue to grow.

The University has made substantial strides in mitigating technology and cyber risks. In addition to technical controls such as firewalls, multi-factor authentication and penetration testing, there has been additional investment in non-technical controls, such as updated mandatory training for all staff, regular phishing tests and cyber insurance. The University has maintained its Cyber Essential and Cyber Essential Plus certifications.

However, the threat level from malicious activity continues to be high within the education sector, and more widely, with the last 12 months seeing a further increase in the volume and severity of cyber security incidents.

The University has assessed the assurance level required in this area as high and has continued to strengthen and monitor both the internal control environment and governance oversight through its oversight committee and ARC.



## STUDENT EXPERIENCE

Loughborough University's reputation and current UK and International rankings are as a result of the excellent experience students have during their time studying with us as highlighted in surveys such as the annual National Student Survey (NSS). Failure to recognise, adapt to, or manage changing student expectations over time will result in a decline in the quality of the student experience and negatively impact upon rankings and the University's ability to attract future students.



## INTERNATIONAL STUDENTS

As referred to in the Government policy risk, the challenges associated with global mobility continue as a result of International and UK political uncertainty and currency devaluation in some of the sector's key international markets. Competition within the HE sector remains high as institutions seek to increase international student numbers whilst contending with a sector-wide forecast slowdown in international student growth rates.

In response to this we have reduced our short-term international student growth targets and will continue to review our longer-term aspirations in relation the University's strategic international aims. The Office for Students (OfS) report that international fee income as a proportion of total income is forecast to increase significantly in coming years, highlighting the sector's increasing reliance on international students' fee income to sustain their activities.

Recent investment in international student recruitment has allowed the University to mitigate some of the significant reductions in undergraduate international students that we are seeing in other HE organisations. A key element of this investment was the introduction of the partnership with a Private Pathway Provider (PPP) to provide for an international foundation year to support entry to our undergraduate courses and a pre-Masters pathway to enhance postgraduate taught student recruitment. The second cohorts have now finished their pathway programme and a significant proportion of these international students have chosen to remain with us and study on our undergraduate programmes.

The International postgraduate student market remains extremely challenging and the University is continuing to review international recruitment priorities and strategies.



## COMPLIANCE CULTURE

The higher education sector is a highly regulated environment with multiple stakeholders including its main regulator, The Office for Students.

The University needs to keep pace with changing legislation, regulation, and ethical standards. Failing to do this will result in reputational damage, financial consequences and in the most serious of cases deregistration.

The University's approach to managing risk in a proportionate way was established under Project Compliance, an enabling project under the new University Strategy. The Project produced a comprehensive, flexible blueprint for the management of risk, post-hoc assurance and assurance to the governing body.

The range of regulations impacting the higher education sector has grown significantly over the last decade, with an accelerated growth in the last few years, including Freedom of Speech regulations and national security compliance measures. Not all of these are designed with higher education in mind and so taking a proportionate approach to compliance requires careful consideration.



## GOVERNMENT POLICY

A tuition fee increase for UK undergraduates for the 2025/26 academic year is welcome. However, there is uncertainty for future years, and the government has indicated a number of requirements which may be linked to further fee rises. Coinciding increases to employer National Insurance contributions mean that the fee increase does not mitigate financial risk, leaving the higher education sector with a significant financial challenge, especially set in the context of continuing (albeit stabilised) inflation and rising costs across the year. International student recruitment remains essential for the financial sustainability of the sector, but ongoing UK and International political uncertainty means that this cannot be relied upon to cross subsidise other activities. A proposed levy upon international student tuition fees could pose further challenges to the sector's financial stability.

Positive Government policy around immigration and visas is central to the sector's ability to attract international students and is one of the University's strategic risks owned by the Finance Committee – this remains a key risk.



## STAFF WELLBEING

As seen across the sector, changes to the psychological contract with staff (e.g. workload issues, increased regulation and statutory duties etc.), continue to mean the University may be unable to fully protect their wellbeing, resulting in staff dissatisfaction, increased rates of absence and/or attrition, potential further industrial action and reputational damage. Failure to be an inclusive community and reflect the diversity of the communities we serve may also have a detrimental effect on wellbeing and performance.



## PENSIONS

The main University pension schemes are defined benefit or hybrid schemes, subject to regular revaluation processes that can affect both contribution levels and carrying values on the University's Statement of Financial Position. These factors and the impact of changes are outside the control of the University.

Whilst recent economic conditions have been favourable for defined benefit pension schemes, and recent valuations in our main schemes have delivered favourable financial results both for the University and for scheme members, employer contribution percentages remain high. Any adverse movement in economic drivers being reflected in future valuations will apply further pressure to our financial sustainability.

# OUR UNIVERSITY



**WE HAVE TWO INSPIRING CAMPUSES**  
Our East Midlands campus and our postgraduate campus, Loughborough University London



**INNOVATION IS AT THE HEART OF OUR ACTIVITIES**  
enhancing the student experience, creating impact from research, and driving regional prosperity



**WE ARE COMMITTED TO BEING A SUSTAINABLE AND SOCIALLY RESPONSIBLE ORGANISATION**  
that maximises our positive impact on society



**WE OFFER ONE OF THE BEST STUDENT EXPERIENCES IN THE COUNTRY**  
with Loughborough Students' Union (LSU)



**HOME TO LOUGHBOROUGH UNIVERSITY SCIENCE AND ENTERPRISE PARK**  
one of the largest science parks in the UK with over 90 start-ups, growing businesses, global brands and sports organisations



**OUR BIODIVERSE CAMPUS IS GREEN FLAG ACCREDITED**  
and home to countless species, plants and trees



**WE HAVE 19,300 STUDENTS AND 3,900 STAFF**



**OUR FOCUS IS GLOBAL**  
We have global ambition and will continue to develop the influence we have



**WE ARE A DIVERSE, EQUITABLE, RESPECTFUL AND INCLUSIVE COMMUNITY**  
in which all can feel valued



**WE ARE THE WORLD'S LEADING UNIVERSITY FOR SPORT**  
with opportunities for all to participate



**WE ARE A RESEARCH-INTENSIVE INSTITUTION**  
Over 90% of our research is regarded as 'world-leading' or 'internationally-excellent' (REF 2021)



**WE DEVELOP AND NURTURE MEANINGFUL PARTNERSHIPS**  
locally, regionally, nationally and internationally



# OUR STRATEGY

*Creating Better Futures. Together* is our bold and ambitious strategy. It sets out our purpose, values and aims; articulates our strategic priorities; recognises the importance of our external influence and our actions on the world around us; and emphasises the need to work in partnership.

## Our vision

We will be an internationally engaged research-intensive university that delivers meaningful impact and keeps students at our heart. Together we will use our distinctive strengths to support, inspire and empower people to achieve extraordinary things.

## Our values

We will be:

- **Creative:** Working imaginatively, innovatively and smartly to find solutions.
- **Adventurous:** Setting progressive and ambitious goals.
- **Responsible:** Being accountable for our actions, taking care of ourselves, others and our environment.
- **Authentic:** Being honest, trustworthy and open, respecting one another and building confidence across our community.
- **Collaborative:** Creating a strong sense of community by working together with colleagues, students, alumni and partners.

## Strategic aims

The strategy has six aims:

- Be more ambitious in our research and innovation endeavour
- Strengthen our sector-leading position for education and student experience
- Be more diverse, equitable and inclusive
- Intensify and extend the reach of our international engagement and impact
- Excel in sport and use our pre-eminence to create new opportunities
- Develop meaningful partnerships locally, regionally, nationally and internationally

## Strategic themes

The strategy also has three institutional-level themes which we will use to amplify the impact of our most significant strengths. These themes will guide what we prioritise and how we operate and behave. They will influence our curricula, research, strategic partners, operations, and culture.

At school level, we will continue to be a broad-based institution, producing high-quality research and innovation, and educating a diverse range of students across the academic spectrum.



**Sport, health and wellbeing**



**Climate change and net zero**



**Vibrant and inclusive communities**

## Putting the strategy into action

The strategy is being delivered through six core institutional plans that will guide the University's operations.

University Council is responsible for monitoring the University's performance in delivering the *Creating Better Futures. Together* strategy. Council will consider key performance indicators (KPIs) aligned to the ambitions set out above, together with an overarching measure of financial sustainability and an overall assessment of institutional performance.

# OUR HISTORY



**1909**  
A Technical Institute is established in Loughborough

**1920**  
Newly named Loughborough College is granted its own Armorial Bearings

**1966**  
Loughborough College of Advanced Technology becomes Loughborough University of Technology, after being awarded a Royal Charter in recognition of its excellence and achievements to date

**1966**  
The University is renamed Loughborough University

**1994**  
The University wins the first of seven Queen's Anniversary Prizes for Higher and Further Education

**1994**  
The University is renamed Loughborough University

**1994**  
The University wins the first of seven Queen's Anniversary Prizes for Higher and Further Education

**1994**  
The University is renamed Loughborough University

**1994**  
The University wins the first of seven Queen's Anniversary Prizes for Higher and Further Education

**1994**  
The University is renamed Loughborough University

**1994**  
The University wins the first of seven Queen's Anniversary Prizes for Higher and Further Education

**1994**  
The University is renamed Loughborough University

**1994**  
The University wins the first of seven Queen's Anniversary Prizes for Higher and Further Education

**1994**  
The University is renamed Loughborough University

**1994**  
The University wins the first of seven Queen's Anniversary Prizes for Higher and Further Education

**1994**  
The University is renamed Loughborough University

**1994**  
The University wins the first of seven Queen's Anniversary Prizes for Higher and Further Education

**1994**  
The University is renamed Loughborough University

**1994**  
The University wins the first of seven Queen's Anniversary Prizes for Higher and Further Education

**1994**  
The University is renamed Loughborough University

**1994**  
The University wins the first of seven Queen's Anniversary Prizes for Higher and Further Education

**1994**  
The University is renamed Loughborough University

**1994**  
The University wins the first of seven Queen's Anniversary Prizes for Higher and Further Education

**1994**  
The University is renamed Loughborough University

**1994**  
The University wins the first of seven Queen's Anniversary Prizes for Higher and Further Education

**1994**  
The University is renamed Loughborough University

**1994**  
The University wins the first of seven Queen's Anniversary Prizes for Higher and Further Education

**1994**  
The University is renamed Loughborough University

**1994**  
The University wins the first of seven Queen's Anniversary Prizes for Higher and Further Education

**1994**  
The University is renamed Loughborough University

**1994**  
The University wins the first of seven Queen's Anniversary Prizes for Higher and Further Education

**1994**  
The University is renamed Loughborough University

**1994**  
The University wins the first of seven Queen's Anniversary Prizes for Higher and Further Education

**1994**  
The University is renamed Loughborough University

**1994**  
The University wins the first of seven Queen's Anniversary Prizes for Higher and Further Education

**1994**  
The University is renamed Loughborough University

**1994**  
The University wins the first of seven Queen's Anniversary Prizes for Higher and Further Education

**1994**  
The University is renamed Loughborough University

**1994**  
The University wins the first of seven Queen's Anniversary Prizes for Higher and Further Education

**1994**  
The University is renamed Loughborough University

**1994**  
The University wins the first of seven Queen's Anniversary Prizes for Higher and Further Education

**1994**  
The University is renamed Loughborough University

**1994**  
The University wins the first of seven Queen's Anniversary Prizes for Higher and Further Education

**1994**  
The University is renamed Loughborough University

**1994**  
The University wins the first of seven Queen's Anniversary Prizes for Higher and Further Education

**1994**  
The University is renamed Loughborough University

**1994**  
The University wins the first of seven Queen's Anniversary Prizes for Higher and Further Education

**1994**  
The University is renamed Loughborough University

**1994**  
The University wins the first of seven Queen's Anniversary Prizes for Higher and Further Education

**1994**  
The University is renamed Loughborough University

**1994**  
The University wins the first of seven Queen's Anniversary Prizes for Higher and Further Education

**1994**  
The University is renamed Loughborough University

**1994**  
The University wins the first of seven Queen's Anniversary Prizes for Higher and Further Education

**1994**  
The University is renamed Loughborough University

**1994**  
The University wins the first of seven Queen's Anniversary Prizes for Higher and Further Education

**1994**  
The University is renamed Loughborough University

**1994**  
The University wins the first of seven Queen's Anniversary Prizes for Higher and Further Education

**1994**  
The University is renamed Loughborough University

**1994**  
The University wins the first of seven Queen's Anniversary Prizes for Higher and Further Education

**1994**  
The University is renamed Loughborough University

**1994**  
The University wins the first of seven Queen's Anniversary Prizes for Higher and Further Education

**1994**  
The University is renamed Loughborough University

**1994**  
The University wins the first of seven Queen's Anniversary Prizes for Higher and Further Education

**1994**  
The University is renamed Loughborough University

**1994**  
The University wins the first of seven Queen's Anniversary Prizes for Higher and Further Education

**1994**  
The University is renamed Loughborough University

**1994**  
The University wins the first of seven Queen's Anniversary Prizes for Higher and Further Education

**1994**  
The University is renamed Loughborough University

**1994**  
The University wins the first of seven Queen's Anniversary Prizes for Higher and Further Education

**1994**  
The University is renamed Loughborough University

**1994**  
The University wins the first of seven Queen's Anniversary Prizes for Higher and Further Education

**1994**  
The University is renamed Loughborough University

**1994**  
The University wins the first of seven Queen's Anniversary Prizes for Higher and Further Education

**1994**  
The University is renamed Loughborough University

**1994**  
The University wins the first of seven Queen's Anniversary Prizes for Higher and Further Education

**1994**  
The University is renamed Loughborough University

**1994**  
The University wins the first of seven Queen's Anniversary Prizes for Higher and Further Education

**1994**  
The University is renamed Loughborough University

**1994**  
The University wins the first of seven Queen's Anniversary Prizes for Higher and Further Education

**1994**  
The University is renamed Loughborough University

**1994**  
The University wins the first of seven Queen's Anniversary Prizes for Higher and Further Education

**1994**  
The University is renamed Loughborough University

**1994**  
The University wins the first of seven Queen's Anniversary Prizes for Higher and Further Education

**1994**  
The University is renamed Loughborough University

**1994**  
The University wins the first of seven Queen's Anniversary Prizes for Higher and Further Education

**1994**  
The University is renamed Loughborough University

**1994**  
The University wins the first of seven Queen's Anniversary Prizes for Higher and Further Education

**1994**  
The University is renamed Loughborough University

**1994**  
The University wins the first of seven Queen's Anniversary Prizes for Higher and Further Education

**1994**  
The University is renamed Loughborough University

**1994**  
The University wins the first of seven Queen's Anniversary Prizes for Higher and Further Education

**1994**  
The University is renamed Loughborough University

**1994**  
The University wins the first of seven Queen's Anniversary Prizes for Higher and Further Education

**1994**  
The University is renamed Loughborough University

**1994**  
The University wins the first of seven Queen's Anniversary Prizes for Higher and Further Education

**1994**  
The University is renamed Loughborough University

**1994**  
The University wins the first of seven Queen's Anniversary Prizes for Higher and Further Education

**1994**  
The University is renamed Loughborough University

**1994**  
The University wins the first of seven Queen's Anniversary Prizes for Higher and Further Education

**1994**  
The University is renamed Loughborough University

**1994**  
The University wins the first of seven Queen's Anniversary Prizes for Higher and Further Education

**1994**  
The University is renamed Loughborough University

**1994**  
The University wins the first of seven Queen's Anniversary Prizes for Higher and Further Education

**1994**  
The University is renamed Loughborough University

**1994**  
The University wins the first of seven Queen's Anniversary Prizes for Higher and Further Education

**1994**  
The University is renamed Loughborough University

**1994**  
The University wins the first of seven Queen's Anniversary Prizes for Higher and Further Education

**1994**  
The University is renamed Loughborough University

**1994**  
The University wins the first of seven Queen's Anniversary Prizes for Higher and Further Education

**1994**  
The University is renamed Loughborough University

**1994**  
The University wins the first of seven Queen's Anniversary Prizes for Higher and Further Education

**1994**  
The University is renamed Loughborough University

**1994**  
The University wins the first of seven Queen's Anniversary Prizes for Higher and Further Education

**1994**  
The University is renamed Loughborough University

**1994**  
The University wins the first of seven Queen's Anniversary Prizes for Higher and Further Education

**1994**  
The University is renamed Loughborough University

**1994**  
The University wins the first of seven Queen's Anniversary Prizes for Higher and Further Education

**1994**  
The University is renamed Loughborough University

**1994**  
The University wins the first of seven Queen's Anniversary Prizes for Higher and Further Education

**1994**  
The University is renamed Loughborough University

**1994**  
The University wins the first of seven Queen's Anniversary Prizes for Higher and Further Education

**1994**  
The University is renamed Loughborough University

**1994**  
The University wins the first of seven Queen's Anniversary Prizes for Higher and Further Education

**1994**  
The University is renamed Loughborough University

**1994**  
The University wins the first of seven Queen's Anniversary Prizes for Higher and Further Education

**1994**  
The University is renamed Loughborough University

**1994**  
The University wins the first of seven Queen's Anniversary Prizes for Higher and Further Education

**1994**  
The University is renamed Loughborough University

**1994**  
The University wins the first of seven Queen's Anniversary Prizes for Higher and Further Education

**1994**  
The University is renamed Loughborough University

**1994**  
The University wins the first of seven Queen's Anniversary Prizes for Higher and Further Education

**1994**  
The University is renamed Loughborough University

**1994**  
The University wins the first of seven Queen's Anniversary Prizes for Higher and Further Education

**1994**  
The University is renamed Loughborough University

**1994**  
The University wins the first of seven Queen's Anniversary Prizes for Higher and Further Education

**1994**  
The University is renamed Loughborough University

**1994**  
The University wins the first of seven Queen's Anniversary Prizes for Higher and Further Education

**1994**  
The University is renamed Loughborough University

**1994**  
The University wins the first of seven Queen's Anniversary Prizes for Higher and Further Education

**1994**  
The University is renamed Loughborough University

**1994**  
The University wins the first of seven Queen's Anniversary Prizes for Higher and Further Education

**1994**  
The University is renamed Loughborough University

**1994**  
The University wins the first of seven Queen's Anniversary Prizes for Higher and Further Education

**1994**  
The University is renamed Loughborough University

**1994**  
The University wins the first of seven Queen's Anniversary Prizes for Higher and Further Education

**1994**  
The University is renamed Loughborough University

**1994**  
The University wins the first of seven Queen's Anniversary Prizes for Higher and Further Education

**1994**  
The University is renamed Loughborough University

**1994**  
The University wins the first of seven Queen's Anniversary Prizes for Higher and Further Education

**1994**  
The University is renamed Loughborough University

**1994**  
The University wins the first of seven Queen's Anniversary Prizes for Higher and Further Education

**1994**  
The University is renamed Loughborough University

**1994**  
The University wins the first of seven Queen's Anniversary Prizes for Higher and Further Education

**1994**  
The University is renamed Loughborough University

**1994**  
The University wins the first of seven Queen's Anniversary Prizes for Higher and Further Education

**1994**  
The University is renamed Loughborough University

**1994**  
The University wins the first of seven Queen's Anniversary Prizes for Higher and Further Education

**1994**  
The University is renamed Loughborough University

**1994**  
The University wins the first of seven Queen's Anniversary Prizes for Higher and Further Education

**1994**  
The University is renamed Loughborough University

**1994**  
The University wins the first of seven Queen's Anniversary Prizes for Higher and Further Education

**1994**  
The University is renamed Loughborough University

**1994**  
The University wins the first of seven Queen's Anniversary Prizes for Higher and Further Education

**1994**  
The University is renamed Loughborough University

**1994**  
The University wins the first of seven Queen's Anniversary Prizes for Higher and Further Education

**1994**  
The University is renamed Loughborough University

**1994**  
The University wins the first of seven Queen's Anniversary Prizes for Higher and Further Education

**1994**  
The University is renamed Loughborough University

**1994**  
The University wins the first of seven Queen's Anniversary Prizes for Higher and Further Education

**1994**  
The University is renamed Loughborough University

**1994**  
The University wins the first of seven Queen's Anniversary Prizes for Higher and Further Education

**1994**  
The University is renamed Loughborough University

**1994**  
The University wins the first of seven Queen's Anniversary Prizes for Higher and Further Education

**1994**  
The University is renamed Loughborough University

**1994**  
The University wins the first of seven Queen's Anniversary Prizes for Higher and Further Education

**1994**  
The University is renamed Loughborough University

**1994**  
The University wins the first of seven Queen's Anniversary Prizes for Higher and Further Education

**1994**  
The University is renamed Loughborough University

**1994**  
The University wins the first of seven Queen's Anniversary Prizes for Higher and Further Education

**1994**  
The University is renamed Loughborough University

**1994**  
The University wins the first of seven Queen's Anniversary Prizes for Higher and Further Education

**1994**  
The University is renamed Loughborough University

**1994**  
The University wins the first of seven Queen's Anniversary Prizes for Higher and Further Education

**1994**  
The University is renamed Loughborough University

**1994**  
The University wins the first of seven Queen's Anniversary Prizes for Higher and Further Education

**1994**  
The University is renamed Loughborough University

**1994**  
The University wins the first of seven Queen's Anniversary Prizes for Higher and Further Education

**1994**  
The University is renamed Loughborough University

**1994**  
The University wins the first of seven Queen's Anniversary Prizes for Higher and Further Education

**1994**  
The University is renamed Loughborough University

**1994**  
The University wins the first of seven Queen's Anniversary Prizes for Higher and Further Education

**1994**  
The University is renamed Loughborough University

**1994**  
The University wins the first of seven Queen's Anniversary Prizes for Higher and Further Education

**1994**  
The University is renamed Loughborough University

**1994**  
The University wins the first of seven Queen's Anniversary Prizes for Higher and Further Education

**1994**  
The University is renamed Loughborough University

**1994**  
The University wins the first of seven Queen's Anniversary Prizes for Higher and Further Education

**1994**  
The University is renamed Loughborough University

**1994**  
The University wins the first of seven Queen's Anniversary Prizes for Higher and Further Education

**1994**  
The University is renamed Loughborough University

**1994**  
The University wins the first of seven Queen's Anniversary Prizes for Higher and Further Education

**1994**  
The University is renamed Loughborough University

**1994**  
The University wins the first of seven Queen's Anniversary Prizes for Higher and Further Education

**1994**  
The University is renamed Loughborough University

**1994**  
The University wins the first of seven Queen's Anniversary Prizes for Higher and Further Education

**1994**  
The University is renamed Loughborough University

**1994**  
The University wins the first of seven Queen's Anniversary Prizes for Higher and Further Education

**1994**  
The University is renamed Loughborough University

**1994**  
The University wins the first of seven Queen's Anniversary Prizes for Higher and Further Education

**1994**  
The University is renamed Loughborough University

**1994**  
The University wins the first of seven Queen's Anniversary Prizes for Higher and Further Education

**1994**  
The University is renamed Loughborough University

**1994**  
The University wins the first of seven Queen's Anniversary Prizes for Higher and Further Education

**1994**  
The University is renamed Loughborough University

**1994**  
The University wins the first of seven Queen's Anniversary Prizes for Higher and Further Education

**1994**  
The University is renamed Loughborough University

**1994**  
The University wins the first of seven Queen's Anniversary Prizes for Higher and Further Education

**1994**  
The University is renamed Loughborough University

**1994**  
The University wins the first of seven Queen's Anniversary Prizes for Higher and Further Education

# REVIEW OF THE YEAR 2024/25

## Progress against our strategic themes

The University's three strategic themes encapsulate Loughborough's significant strengths. They influence its curricula, research and strategic partnerships, and drive the University's international reputation.

## SPORT, HEALTH AND WELLBEING

### New multi-million-pound research and innovation hub launched to transform the landscape of women's sport

This year, the University invested over £2m to launch a dedicated Women in Sport Research and Innovation Hub. The groundbreaking hub highlights our commitment to accelerating growth and excellence in the women's sport sector.

The initiative, which is being delivered in partnership with Vitality, will bring together leading academics, industry partners, national governing bodies, and elite-level athletes to drive positive change.

This includes areas such as the menstrual cycle and its physiological impact on sport performance, the design of pregnancy and postpartum sportswear, sports nutrition in elite female athletes, digital technologies, and innovation in sports bras.

The hub brings together several schools and institutes at the University, who will work collaboratively across elite, grassroots, and policy levels.

*"This is an exciting step for the sector. For too long women have felt excluded from participation in sports and not benefited from comparable medical research into why performance and injuries can differ to men's sport. I commend Loughborough University on this groundbreaking initiative which will help more women from all backgrounds get active, provide valuable insight and support the government's goal of removing barriers to sport."*

Stephanie Peacock, Minister for Sport, Media, Civil Society and Youth  
(The Department for Culture, Media and Sport – DCMS)



### Health research funding confirmed

At the beginning of 2025, a health partnership between local universities, including Loughborough, and Leicestershire County Council, was awarded £5.25m to help carry out wide-ranging research to identify the health needs for people in Leicestershire.

The five-year programme, which is funded by the National Institute for Health and Care Research (NIHR), will unlock the ability to work with partners in the university, voluntary, community, and health sectors to improve the health of Leicestershire residents and promotes economic growth, by delivering world-leading health and social care research.



### SPORTS UNIVERSITY OF THE YEAR

for the fourth time

The Times and Sunday Times  
Good University Guide 2025

*"We are always proud of what our athletes achieve, but an Olympic and Paralympic year shines an even brighter spotlight on their successes. We also celebrate the many coaches, practitioners, and support staff from across the University who help them achieve their goals."*

Professor Nick Jennings,  
Vice-Chancellor and President,  
Loughborough University



### EDUCATIONAL INSTITUTE OF THE YEAR

FEVO Sports Industry  
Awards 2025

*"This award win is testament to the incredible work, drive, expertise, and dedication of our entire team. We're proud to collectively continue to deliver world-class standards across the board, creating environments that are truly life-changing and push boundaries."*

Professor Jo Maher,  
Pro-Vice-Chancellor for Sport,  
Loughborough University



### BEST UNIVERSITY IN THE WORLD

for sports-related subjects  
for nine years running  
QS World University Rankings  
by Subject 2017-2025

*"Sustaining this level of global excellence across nearly a decade speaks to the University's relentless innovation, industry leading research, and its profound influence on the future of sport. Loughborough has become synonymous with high performance – not just on the field, but in shaping the very science, business, and culture of sport worldwide."*

Ben Sowter, Senior Vice President, QS

### Karen Carney OBE named University's Ambassador for Sport, Health and Wellbeing

Karen is an alumna of the University, having graduated with a degree in Applied Sports Science at Loughborough College in 2008.

She has since enjoyed an impressive professional football career, including representing England at four Women's World Cups – making her one of the country's most capped players of all time with 144 caps.

Since retiring from football, Karen has gone on to work as a broadcaster on all major networks. Her knowledge, connections and influence will support the University's strategic work.

*"Loughborough is such an iconic university, and it meant a lot to me. It has a strong history of sport, so to be an ambassador of Loughborough is actually a dream."*

Karen Carney OBE, sports broadcaster and former professional footballer



### New Para and Disability Sport Strategy launched

The University officially launched its new Para and Disability Sport Strategy, with the vision that Loughborough will become a world leader in the area, providing students, staff and partners with an unrivalled ecosystem.

The new strategy will support individuals to get involved, deliver new partnerships, drive research and innovation, and ultimately create an accessible and inclusive experience for all on Loughborough's campuses.

## CLIMATE CHANGE AND NET ZERO

### New Sustainability Strategy launched

In May, the University officially launched its new Sustainability Strategy. The strategy will help the University to deliver a wide range of sustainability commitments; and support our community to deliver additional plans such as the estates and energy strategies and the Biodiversity Action Plan. It will also ensure we adopt a collaborative 'whole institution' approach to sustainability and the environment, taking advantage of the University's academic and broader professional expertise across various sectors, including energy efficiency, policy, and sustainable infrastructure development.



### University partners with Trash Free Trails to tackle pollution

In April, the University became a community hub for Trash Free Trails, a non-profit organisation with a mission to reconnect people with nature through the act of removing pollution from wild places.

The University's Sustainability team ran a launch event with the Canal & River Trust and Carbon Jacked, to clean up Loughborough's river and canal trails. Over 50 students helped clean up litter from a 3-mile span of the Loughborough Canal, successfully removing over 2,000 items, totalling 73kg of waste.

*"Our new partnership with Trash Free Trails is a great way for the University to support the regional community and protect our eco-systems with simple actions."*

*Elliott Brown, Sustainability Manager, Loughborough University*



### New Zero Carbon Innovation Centre

Loughborough University, in partnership with East Midlands Freeport, Research England and The University of Nottingham, is playing a key role in the newly opened Zero Carbon Innovation Centre (ZCIC). The centre will deliver innovation in transport technology, green hydrogen production, and power solutions for industry and create jobs for the regional economy.

Loughborough will be focusing on scaling up its multi-award-winning hydrogen technology.

*"This partnership is vital for ensuring that, as a region, the East Midlands can meet its potential of becoming a global leader in low and zero carbon research and innovation. We are collectively incredibly placed to play a significant role in delivering the green industrial revolution."*

*Professor Dan Parsons, Pro Vice-Chancellor for Research and Innovation at Loughborough University*



*Zero Carbon Innovation Centre (ZCIC) being opened*



### Electric Vehicle Scheme launched

At the beginning of 2025, the University partnered with Octopus Electric Vehicles, to offer a brand-new Electric Vehicle Salary Sacrifice Scheme for staff members.

The scheme is designed to be fair and accessible, to make transitioning to electric vehicles sustainable and affordable.

### Loughborough Professor appointed as UNESCO's first ever Chair in Storytelling Education for Sustainability

Professor Mike Wilson's appointment means that Loughborough University now holds more UNESCO Chairs than any other UK university.

Mike, who is a Professor of Drama with the University's School of Design and Creative Arts, joins the Chairs programme, which connects higher education institutions worldwide with the United Nations Educational, Scientific and Cultural Organisation (UNESCO) to advance the UN's Sustainable Development Goals.

Professor Wilson's work with the organisation will focus on environmental and health sustainability across Africa, India and the Arctic nations, using storytelling as a tool to engage the public in these important issues.

*Professor Mike Wilson (centre) is pictured with colleagues Dr Rob Harland and Dr Catherine Rees*



### New collaboration to advance zero carbon aviation through hydrogen

In July, the University was announced as a partner in a multi-million-pound project that will develop hydrogen-powered jet engines.

The £9.5m project will see Loughborough join forces with leading academics from Oxford University, Imperial College London, and King's College London, to replace conventional aviation fuel with hydrogen, thereby making mid-range commercial flights zero carbon.

Hydrogen is seen as pivotal for the future of sustainable aviation because it produces no carbon emissions when combusted, emitting only water.

Backed by the Engineering and Physical Sciences Research Council (EPSRC) the project aims to transform aviation by achieving net zero emissions by 2050.

### New centre tackling greenhouse gas emissions from heavy-duty vehicles

In July, the University announced a new research centre, dedicated to reducing – and ultimately eliminating – greenhouse gas emissions from the heavy-duty vehicle sector.

Funded by the Engineering and Physical Sciences Research Council (EPSRC), the Centre for the Decarbonisation of Heavy-duty Power Systems will be led by academics from the University's School of Aeronautical and Automotive Engineering, in partnership with Perkins Engines.

Once established, its research will focus on the use of alternative fuels, including hydrogen and synthetic e-fuels such as methanol and ethanol, while reducing emissions and enhancing material durability and performance.

*"The project has been co-created with Perkins Engines and our ultimate goal is the industrial adoption of our research, leading to more efficient heavy-duty machinery that will help build a better, more sustainable world."*

*Professor Adrian Spencer, Associate Dean for Enterprise, School of Aeronautical, Automotive, Chemical and Materials Engineering*

# VIBRANT AND INCLUSIVE COMMUNITIES

## LOUGHBOROUGH'S VIBRANT AND INCLUSIVE COMMUNITY FOR 2024/25

**17%**  
OF OUR STUDENT  
COMMUNITY ARE  
INTERNATIONAL

HOME TO  
**3,200**  
INTERNATIONAL  
STUDENTS

**145**  
DIFFERENT  
NATIONALITIES

**18%**  
OF OUR STAFF  
ARE INTERNATIONAL

**91**  
DIFFERENT  
NATIONALITIES



### New partnership that champions community led research

In June, it was announced that the Universities Partnership, which involves Loughborough, De Montfort and Leicester universities and the county's local authorities, is set to join the Co(l)laboratory Programme.



Co(l)laboratory began as part of the Universities for Nottingham Civic Agreement, giving students with typically non-traditional academic backgrounds the chance to make real change and improve the lives of the communities around them. An additional £1.8m in funding from the Research England Development Fund, has enabled the Leicestershire Universities Partnership to join the project.



### Partnership with the Loughborough Wellbeing Centre

At the beginning of 2025, the University formed a new partnership with Loughborough Wellbeing Centre to support our efforts in fostering a vibrant and inclusive community here on campus and amongst the wider Loughborough community.

*"By joining forces, we can provide students with easier access to mental health resources, events, and a safe space to navigate the challenges they might experience during their time here."*

Jenny Ardley, Community Security Manager, Loughborough University

### Loughborough receives Royal Academy of Engineering award that inspires future generations to design inclusive products

At the beginning of the academic year, Loughborough was awarded the Ingenious Award, from the Department for Science, Innovation and Technology, for an innovative outreach project that is inspiring the next generation of engineers to make products and systems that are effective, safe and enjoyable for everyone to use.

The Get a Grip workshops introduced 14 to 18-year-olds to how ergonomics and human factors help make products for different people, and formed part of the University's Think Human exhibition, a public interactive exhibition showcasing how they make our lives better, safer and more inclusive.



*"We want to inspire as many young people as possible to explore how Ergonomics and Human Factors makes the world a better place and will continue to do so as future challenges and opportunities such as climate change and AI unfold."*

Dr Ella Mae-Hubbard, Senior Lecturer in Systems Engineering

### Global partnership agreement to drive equality in sport

At the end of 2024, the University agreed a landmark international partnership with The Global Observatory for Gender Equality & Sport (the GO) to drive the elevation of activities connected to women's sport, becoming the first UK based university to enter a partnership with the organisation.

The GO works to advance gender equality and empower women and girls through physical education, activity, and sport.



### Public Engagement Committee launched

A new Public Engagement Committee has been created to kick start the University's co-ordination and support for public engagement activity.

The group will focus on:

- Public engagement training for staff and students.
- Expert guidance to staff on embedding public engagement in their activities.
- Recognising excellence in public engagement.
- Providing support to enhance internal and external partnerships for public engagement impact.
- Securing the Engage Watermark in recognition of our strategic support for, and commitment to improving, public engagement.

### Launch of vibrant and inclusive communities research network

The network will launch in the autumn, to provide an interdisciplinary network for colleagues doing research to connect with one-another across our campus(es).

# REVIEW OF THE YEAR 2024/25

Progress against our strategic aims – highlights of our achievements during 2024/25.



Intensify and extend the reach of our international engagement and impact



Develop meaningful partnerships locally, regionally, nationally and internationally



Be more ambitious in our research and innovation endeavour



Strengthen our sector-leading position for education and student experience



Be more diverse, equitable and inclusive



Excel in sport and use our pre-eminence to create new opportunities

## INTENSIFY AND EXTEND THE REACH OF OUR INTERNATIONAL ENGAGEMENT AND IMPACT



### Loughborough University welcomes Ghana youth minister to discuss future partnership

Ghana's Minister of Youth Development and Empowerment, George Opare-Addo, visited Loughborough University to explore research collaboration, around healthcare and youth digital skills.

The visit included discussions with Business School academics about a healthcare digitalisation project in Ghana that influenced national policy and provided free training to over 650 healthcare workers. The project also supported youth employment and digital skill development, reaching over one million people.

During the visit, a Memorandum of Understanding (MoU) was signed to formalise a partnership between the organisations, which aims to empower young people with digital and technological skills for global readiness.



*"International partnerships like this with Loughborough University, are vital in achieving sustainable development and shared prosperity."*

John Dramani Mahama, President of Ghana



### New research will tackle the global threat of antimicrobial resistance

The University is set to investigate the development of new treatments for drug-resistant bacterial infections as part of a new UK-India collaboration.

Experts from Loughborough, alongside colleagues from the University of Nottingham, aim to combat antimicrobial resistance (AMR) by investigating how resistant bacteria spreads between humans, livestock, and wildlife and will explore innovative treatments to combat this by using bacteriophages – viruses that specifically target and destroy bacteria.

The £1.7m project, which has been funded by the Biotechnology and Biological Sciences Research Council (BBSRC) and the Indian Government Department of Biotechnology (DBT), will be delivered by Loughborough University, the University of Nottingham, the Quadram Institute and the UK Health Security Agency.

Partners in India include the Maharashtra Animal & Fishery Sciences University, the Central India Institute of Medical Science, the National Environmental Engineering Research Institute, the Wildlife Research and Training Center, Nagpur and the University of Delhi.



AMR IS ONE OF THE GREATEST CHALLENGES OF THE 21ST CENTURY



PROJECTIONS ESTIMATE UP TO 8 MILLION ANNUAL DEATHS WORLDWIDE BY 2050 (LANCET, 2024).



### Loughborough University London (LUL) academic awarded €2.4m to launch a major international research project

Professor Thomas Tufte, Associate Dean for Research and Innovation at LUL, leads REACT – *Reimagining Activism, Communication and Trajectories of Participation in the Global South* – and will use the funding from the European Research Council (ERC) Advanced Grant funding programme to explore how young people across the Global South navigate uncertainty and push for change.

Over the next five years, REACT will examine how 18-30 year olds in 20 countries, respond to rising inequality, unemployment, and socio-economic exclusion.

The project will employ over 20 researchers across the Global South and involve a survey of 12,000 young people alongside in-depth studies in five cities.

*"This award from one of the EU's most competitive and prestigious research schemes is a clear recognition of the world-leading research taking place at Loughborough – work that addresses urgent social challenges and gives voice to those too often overlooked."*

Professor Nick Jennings, Vice-Chancellor and President, Loughborough University



### Global summit to help tackle inclusivity in sport performance

Loughborough University experts played a key role in the 2024 Global Sport University Network (GSUN) summit, held at the University of Oregon at the beginning of the academic year. The event brought together global academics, sports leaders, and industry professionals to tackle issues around inclusivity in sport.

Loughborough academics contributed insights on para sport, women's sport, AI, and sport technology.



### University to co-lead major sport-for-development training programme in Africa

A team from the School of Sport, Exercise and Health Sciences is developing a new sport-for-development training programme for Africa. As part of the Sport for Education and Sustainable Livelihoods in Africa (SESLA) initiative, the project aims to equip officials and volunteers with the skills to use sport as a tool for youth empowerment and sustainable development.

In collaboration with universities in Morocco, Kenya, and South Africa – the training will be delivered in-person and online.

*"This is a fantastic opportunity for us to do exciting, impactful work in some of the world's most marginalised communities. We'll be harnessing so much of the School's expertise in sport development and collaborating with leading experts in Africa."*

Professor Richard Giulianotti, UNESCO Chair in Sport, Physical Activity and Education for Development and Professor of Sociology



### Loughborough University celebrates first Global Young Academy member

In early 2025, Senior Lecturer Dr Manuela Pacella from the Wolfson School of Mechanical, Electrical and Manufacturing Engineering became the first member of our institution to join the prestigious Global Young Academy (GYA).

The academy unites exceptional scientists from all continents, dedicated to the vision of "science for all; science for the future."

With around 200 members from around the world, GYA selects individuals for their scientific excellence and commitment to societal engagement.

GYA members engage in impactful working groups, strategic projects, and collaborations with international partners.

## BE MORE AMBITIOUS IN OUR RESEARCH AND INNOVATION ENDEAVOUR



### New AI model measuring weed growth to help ensure global food security

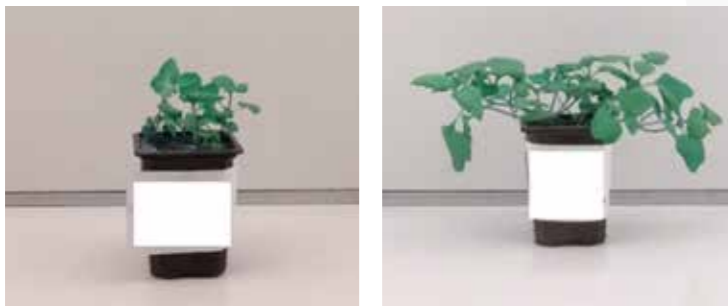
A new AI model developed by Loughborough University and agricultural biotech company Moa can rapidly assess weed growth, helping accelerate the creation of safer, more effective herbicides.

Traditionally, experts manually assessed herbicide effectiveness by visually comparing weed growth – a slow and error-prone process. The AI now automates this, analysing images of treated and untreated weeds and classifying results as active, moderate, or inactive based on growth.

Trained on over 6,000 images, the model achieved 95% accuracy and is being integrated into Moa's greenhouse testing pipelines. This advancement is crucial as weeds become increasingly resistant to existing herbicides.

Moa is developing next-generation herbicides by screening hundreds of thousands of compounds. The AI not only speeds up testing but also helps re-analyse past data to uncover overlooked chemical candidates.

Moa and Loughborough University collaborated to create the AI model as part of a Knowledge Transfer Partnership (KTP) – a UK government-backed initiative that connects businesses with university researchers to drive innovation.



The plant on the left has been treated with a herbicide, showing reduced growth, while the right plant is an untreated control, demonstrating normal growth.

*"We believe this collaboration sets the stage for continued innovation in AI-driven agricultural solutions. It shows how modern technologies can be harnessed to drive more efficient and environmentally responsible farming practices."*

Professor Baihua Li, project lead and Professor of Computer Vision and Machine Learning



### Wolfson Foundation awards University £1.4m to set up the Wolfson X-Lab Extreme

The cutting-edge materials research facility will house the Gleeble 3800, a £1.6m high-tech testing machine – the first of its kind in the UK and Europe. The machine will enable real-time analysis of materials under extreme conditions such as high pressure, ultra-high temperature, and cryogenic environments.

The lab will be a crucial step for creating a sustainable hydrogen economy in the UK, by directly addressing current limitations and bridging knowledge gaps.

The lab will enable much needed materials discovery and research to support next generation hydrogen storage and distribution solutions, which is essential to achieving the UK's net zero targets.

### RESEARCH IN NUMBERS

£49.6M

SECURED IN RESEARCH AWARDS DURING 2024/25

1,100

STUDENTS, ACADEMICS AND SUPPORT STAFF WITHIN OUR RESEARCH COMMUNITY\*

\* Figure includes postgraduate research student numbers, and employees under the categories 'Research Teaching and Enterprise' and 'Specialist and Supporting Academic Research' from Dec 24.

### INNOVATION IN NUMBERS

£11M

RAISED BY GRADUATE/SPINOUT/STAFF BUSINESSES DURING 24/25, WHICH WERE SUPPORTED BY LOUGHBOROUGH ENTERPRISE NETWORK IN THE LAST 5 YEARS

480

FULL-TIME AND PART-TIME JOBS SUPPORTED IN GRADUATE/SPINOUT/STAFF BUSINESSES DURING 24/25



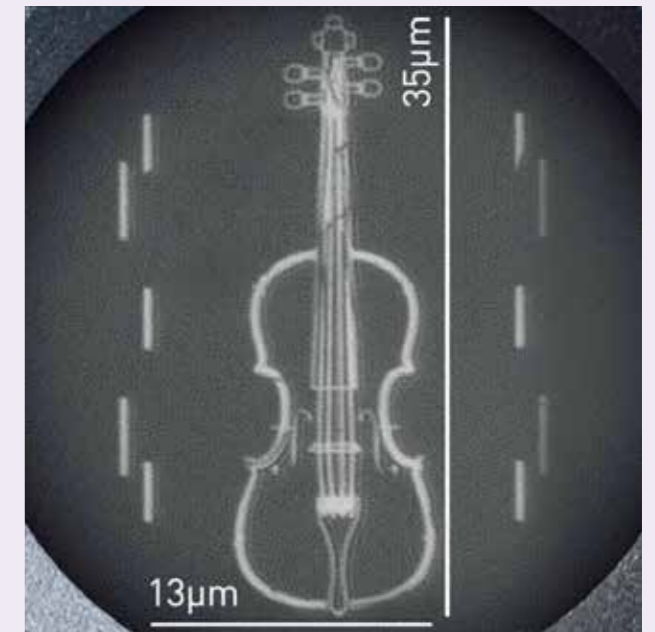
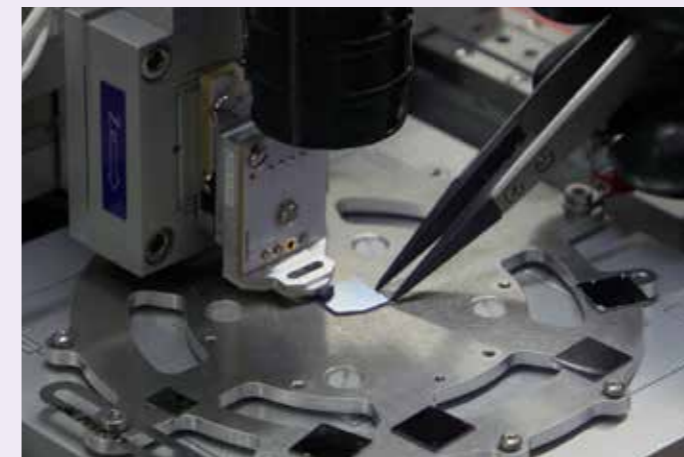
### Loughborough physicists create 'the world's smallest violin' using nanotechnology

Physicists at Loughborough have used cutting-edge nanotechnology to create what they believe may be 'the world's smallest violin' – small enough to fit within the width of a human hair.

The violin is made of platinum and measures just 35 microns long and 13 microns wide. For size comparison, a human hair typically ranges from 17 to 180 microns in diameter.

The miniature violin was created as a test project to demonstrate the capabilities of the University's new nanolithography system – an advanced suite of technology that enables researchers to build and study structures at the nanoscale. The system will support projects aimed at identifying new materials and methods for developing the next generation of computing devices.

The violin took around 3 hours to complete, and at no larger than a speck of dust, is only visible through a microscope.



*"Our nanolithography system allows us to design experiments that probe materials in different ways – using light, magnetism, or electricity – and observe their responses. Once we understand how materials behave, we can start applying that knowledge to develop new technologies, whether it's improving computing efficiency or finding new ways to harvest energy."*

Professor Kelly Morrison, Head of Department (Physics) and Professor of Experimental Physics



### AI model predicts hospital stay lengths for people with learning disabilities

Academics at Loughborough have developed a new artificial intelligence (AI) model that can predict how long a person with a learning disability is likely to stay in hospital, offering valuable insights that could improve care and resource planning.

At the University as part of the 'DECODE' project, computer scientists at Loughborough used GP and hospital data from over 9,600 patients with learning disabilities and multiple health conditions to develop an AI model capable of predicting hospital stay lengths within the first 24 hours of admission.

The insights from this study and the wider DECODE project will be used to support the NHS in developing risk prediction algorithms to assist clinicians in decision-making.

*"With early and accurate predictions, hospitals can plan better and provide more personalised care, ensuring fair treatment for all patients."*

Professor Georgina Cosma, DECODE co-investigator and Professor of AI and Data Science



### Loughborough excels in latest Knowledge Exchange Framework assessment

Loughborough University's success in working with business, public and third sector and commercialising its innovative research has been acknowledged in the latest Knowledge Exchange Framework (KEF) from Research England.

KEF highlights the rich and diverse ways English universities continue to engage with society and our economy, locally, nationally, and internationally.

The results, which were released in September 2024, showed Loughborough had been awarded the highest possible grade – classed as 'very high engagement' – for categories including Working with business, Working with public and third sector, and Intellectual Property (IP) and commercialisation.

*"The dedication and hard work of our staff, students and partners is key to the outcomes surfaced in these results. Our fusion of research and innovation into one ecosystem helps drive and support the collaborations and partnerships that underpin these results and ensure that our work makes real world differences that impacts society in positive and sustainable ways into the future."*

Dan Parsons, Pro Vice-Chancellor for Research and Innovation, Loughborough University

# STRENGTHEN OUR SECTOR-LEADING POSITION FOR EDUCATION AND STUDENT EXPERIENCE



## Two new DigiLabs launched

DigiLab East and DigiLab West were officially opened, showcasing two newly renovated spaces equipped with cutting-edge technologies to support learning and teaching.

The inspirational spaces offer resources and collaborative environments, incorporating AI, simulation and modelling, 3D data capture and motion, extended reality learning, and robotics.

DigiLabs will enable Loughborough students to develop the skills and knowledge to become future fit for a world of work where digital skills, data analytics, virtual and augmented reality play a key role.

A third hub, in the Central Park area of campus, is due to be ready later this year.



*“Having access to these incredible spaces is a game-changer for students like me. The chance to experiment with the latest technology and work on innovative projects is invaluable in preparing us for the rapidly evolving digital job market.”*

Loughborough University student, attending launch event

**DigiLabs**



## Expanding our education portfolio: Law at Loughborough

In 2025, Loughborough University’s Law department was officially launched. The school offers undergraduate and postgraduate courses, across both our East Midlands and London campuses, taught by internationally renowned academics. Loughborough Law also provides PhD opportunities for those looking to pursue an academic career in law.



## New Supply Chain Management MSc in collaboration with MIT

Towards the end of 2024, Loughborough Business School and the Massachusetts Institute of Technology (MIT) announced an exciting collaboration to offer a new master’s programme in Supply Chain Management as part of the UK Supply Chain and Logistics Excellence (SCALE) Centre.

The new MSc programme is a flagship programme of the centre and will give students the chance to spend time at both MIT’s Boston campus and Loughborough Business School.

*“I am particularly excited at the opportunity for our students to experience the unique MIT culture and interact with inspiring faculty and research during their time in Boston.”*

Professor Ken Lee, Director of Postgraduate Studies, Loughborough Business School



## ‘Outstanding’ rating in latest Ofsted report for Teacher Training

The University retained its Outstanding rating from Ofsted for its Initial Teacher Training provision.

The published report praises the University’s provision, stating: *“The training course at Loughborough University is outstanding. The curriculum is ambitious and precisely designed so that trainees develop a sophisticated understanding of teaching and education theory.”*



## 1ST FOR BEST UNIVERSITY CAMPUS AND FACILITIES

StudentCrowd Awards 2025



## 2ND FOR JOB PROSPECTS

StudentCrowd Awards 2025



## 6TH FOR STUDENTS’ UNION

StudentCrowd Awards 2025

# STUDENT AND GRADUATE SUCCESS

## Loughborough student secures £200k investment for exciting tech start-up

In January, final-year undergraduate student Henry Brogan, secured a £200k investment for his start-up company, BidScript, a software business, focused on transforming organisations’ proposal management and work-winning functions.

Henry, who is currently studying Business, Economics and Finance at Loughborough, co-founded the business in 2023 with his childhood friend, Tyler McCarthy. They secured the investment after taking part in PraeSeed by Praetura Ventures, a six-week cohort-based investment programme for early-stage businesses.

Today, BidScript’s software is being used across three continents by organisations of varying sizes, operating in a variety of sectors.



*“I want to encourage others to find a fun way to keep fit and healthy and gain the confidence needed to try something new.”*

Zara Lachlan, Physics student

## Loughborough student makes history as the first female to row solo from Europe to South America

In early 2025, Zara Lachlan, a Physics student at Loughborough University, completed a 3,600 nautical-mile journey from Europe to South America.

Zara arrived in French Guiana after spending 97 days, 9 hours and 20 minutes rowing across the Atlantic Ocean. In doing so, she has made history as the first female to row this crossing solo and unsupported, the youngest person to complete this crossing in any boat, and the youngest female to go from any mainland to mainland across the Atlantic Ocean in any boat.

During her extraordinary journey, Zara encountered orcas and sharks, and experienced a near collision with a large ship.

## Design graduate secures Dragons’ investment in life-saving kit

In the latest series of Dragons’ Den, Industrial Design and Technology graduate, Zak Marks, secured a £75k investment from the Dragons, for a stake in his emergency anaphylaxis kit business, Kitt Medical.

The Dragons thought the kit was an amazing life-saving product and the pair received three offers. The savvy duo negotiated a joint deal that secured them the full financial investment they needed and two Dragons, in both Deborah Meaden and Steven Bartlett.

Described as a defibrillator for allergies, Kitt Medical provides schools and businesses with a consistent supply of adrenaline pens, which are stored in a secure wall-mounted kit, along with instructions for administering the medicine during a life-threatening allergic reaction.



Zak and James with their Dragons’ Den investors, Steven Bartlett and Deborah Meaden

## DEVELOP MEANINGFUL PARTNERSHIPS LOCALLY, REGIONALLY, NATIONALLY AND INTERNATIONALLY



### Loughborough's vehicle aerodynamic knowledge to enhance Para sport performance

Loughborough academics have been leading on a collaborative project that is using expertise from the field of vehicle aerodynamics and wheelchair design to better support wheelchair racers taking part in the next Paralympics and beyond.



The project has been assessing the aerodynamic drag encountered by wheelchair racing athletes when moving, looking at what happens when athletes go faster or slower or change positions.

The testing for the project took place in the Human-Flow Interactions Wind Tunnel at The University of Manchester, in partnership with RGK Wheelchairs.



*"We're very lucky to have been given access to this full-scale wind tunnel as it allows us to validate the simulations, I've been putting together at Loughborough, by giving us the opportunity to work alongside a Paralympics GB athlete in as realistic conditions as possible."*

Will Dixon, Doctoral Researcher, Peter Harrison Centre for Disability Sport



### New partnership with RAF Sport

In early March, the University launched a new partnership with Royal Air Force (RAF) Sport, aimed at fostering high-performance sporting development for RAF personnel.

The collaboration will see RAF colleagues use Loughborough University's world-class sport facilities for training, friendly and competitive fixtures, and major sporting events, bringing together elite military and civilian athletes in a sporting ecosystem that champions excellence, teamwork, and sporting achievement.

The partnership will also explore wider initiatives, including recruitment opportunities, and research and innovation development.

*"This collaboration aligns with our mission to push the boundaries of performance while also providing career pathways and valuable leadership experiences."*

Professor Jo Maher, Loughborough University's Pro Vice-Chancellor for Sport



(L-R): Director RAF Sport Air Commodore Rich Fogden, Air Officer Commanding No 22 Group Air Vice-Marshal Ian 'Cab' Townsend CBE, Professor Nick Jennings, Vice-Chancellor, Loughborough University, Professor Jo Maher, Pro Vice-Chancellor for Sport, Loughborough University.



### Landmark strategic partnership between ParalympicsGB and Loughborough University announced

The partnership will drive forward innovation in Para Sport and champion disability inclusion across the sporting landscape.

The University's world-class research, cutting-edge facilities, and expert knowledge will be used to support the development and success of the UK's Paralympic athletes. Alongside this, ParalympicsGB will harness the influence and know-how of its athletes and members to increase equitable access to sport for disabled people and transform attitudes towards disability in all settings.

*"We are thrilled to partner with Loughborough University, a globally recognised leader in Paralympic sports research and education. Together through this powerful partnership, we are determined to continue to push the boundaries of what is possible not just for Paralympic athletes, but for disabled people everywhere."*

David Clarke OBE, Chief Executive of ParalympicsGB



Pictured from the left is Richard Wheeler, the University's former Director of Sport, Professor Jo Maher, Pro Vice-Chancellor for Sport, Penny Briscoe, Director of Sport for ParalympicsGB, Alasdair Donaldson, the University's Head of Para Sport, Professor Nick Jennings, Loughborough's Vice-Chancellor, and Professor Rachel Thomson, Provost and Deputy Vice-Chancellor.



### New initiative set to transform innovation and entrepreneurship across the Midlands

In May, a coalition of 15 Midlands university partners launched a bold new initiative that is set to revolutionise how research and innovation are translated into real-world impact across the region.

Forging Ahead – which is led by Loughborough University and Midlands Innovation – aims to radically enhance the commercialisation ecosystem, boost entrepreneurial activity, scale up innovation, and create dynamic new pathways for academic ideas to become high-growth ventures. It will ensure long-term support for innovation-led growth and positioning the Midlands as a globally competitive hub for enterprise and research commercialisation.

The initiative is backed by £9.9m from Research England's Connecting Capability Fund, with an additional £6.1m in matched support from the partner universities and regional stakeholders.

The award was announced by Minister of State for Science, Research and Innovation, Lord Vallance, during a visit to the Midlands.

*"The Midlands has been a bustling hub of innovation ever since the Industrial Revolution – this support will help draw out the game-changing ideas of this thriving region's many researchers and scientists and transform them into the next generation of businesses that will draw in investment, create jobs and deliver growth."*

Lord Vallance, Minister of State for Science, Research and Innovation

*"Forging Ahead exemplifies how collaborative leadership across Midlands universities can turn research excellence into real-world impact."*

Professor Dan Parsons, Pro Vice-Chancellor for Research and Innovation, Loughborough University

## BE MORE DIVERSE, EQUITABLE AND INCLUSIVE



### Loughborough University becomes UK Sport Social Impact Partner

The University has become one of UK Sport's first-ever Event Social Impact Partners, with the aim of using major events to drive positive change.

Researchers from Loughborough will work alongside Access Sport, Coach Core Foundation, and StreetGames to deliver impact during the LA 2028 cycle and beyond. As part of the agreement, Loughborough will partner with UK Sport on social impact at a strategic level, developing a centralised social impact strategy and structure for the sector, driven by scalable solutions, evidence-based methodologies, and best practice examples.



### Launch of new Neonatal Care Leave policy

This year the University launched a new Neonatal Care Leave policy which will enable parents of babies in neonatal care for 7 consecutive days or longer, to take up to 12 weeks of leave in addition to other family leave entitlements. The support is available to all employees from their first day of employment and is designed to support parents and carers during the difficult and emotional time of welcoming a baby who requires neonatal care.



### Disability Passport launched

The University was proud to launch its Disability Passport this year. The support tool has been designed to effectively enable the University to meet its responsibilities under the Equality Act 2010 by helping disabled colleagues to clearly outline the workplace adjustments they need in order to thrive.

Owned by the individual, the passport can be shared with their line manager to help guide meaningful conversations about reasonable workplace adjustments.

Colleagues are encouraged to also share their passport with the HR Services team so that they can offer further guidance and support.

Development of the passport was a collaborative effort, from the Staff Inclusivity Group, EDI Services, Occupational Health and HR, and is just one of several ways we are committed to supporting colleagues with disabilities.



### Loughborough goes above and beyond to provide welcoming environment

In May, the University was recognised as a University of Sanctuary for its efforts going 'above and beyond' in providing a welcoming environment for refugees and those seeking asylum.

The status has been awarded by City of Sanctuary, a charity that works with organisations and individuals to promote inclusivity, solidarity and compassion for those seeking sanctuary.

*"This award is a testament to the incredible work of our entire university community in creating a true culture of welcome. Our sanctuary students bring immense value to Loughborough, and I'm proud that we can offer them not just educational opportunities, but a genuine home where they can rebuild their lives and share their talents with us all."*

*Professor Malcolm Cook, Chair of the Loughborough University Students and Academics At-Risk Group (LUSARG)*



RECOGNISED AS  
A UNIVERSITY OF  
SANCTUARY



### Loughborough researchers lead the way in enhancing EDI in sport senior leadership

Colleagues from the School of Sport, Exercise and Health Sciences have collaborated with 18 Loughborough-based sports bodies to conduct an innovative research project examining ethnic diversity and inclusion in sports leadership.

The research examined the representation levels, benefits and challenges of establishing an ethnically diverse senior leadership workforce in sports at board and Senior Leadership Team (SLT) level.

The research reveals key statistical and qualitative insights into the current 'race' equity landscape in sports leadership, as well as extensive recommendations to help sports bodies to increase ethnic diversity and promote inclusion in the governance tiers of sports.

*"To see so many of our partners across our world-class sporting ecosystem working collaboratively and contributing to this important work will help to embed the principles and practices of 'race' equity at senior leadership level across the sector."*

*Professor Jo Maher, the University's Pro-Vice Chancellor for Sport*



### New leadership responsibilities assigned to schools and departments

Following a successful recruitment campaign earlier in the year, 12 current members of staff have secured additional responsibilities to their existing roles, to focus on equity, diversity and inclusion (EDI) leadership with their schools/departments.

These individuals will play a pivotal role in supporting departments to set the direction for EDI in their area, as well as ensuring alignment with the EDI Core Plan.

They will input into School and Professional Service senior leadership teams as well as EDI governance at an institutional level.

*"EDI is one of the University's core strategic priorities, and these leadership roles will be an integral element to delivering upon our ambitions."*

*Professor Nick Jennings, Vice-Chancellor and President, Loughborough University*

## EXCEL IN SPORT AND USE OUR PRE-EMINENCE TO CREATE NEW OPPORTUNITIES



### University wide expertise helps Loughborough graduate smash prestigious German hour record

Expertise from across Loughborough University helped a graduate and elite cyclist smash one of the most prestigious records in cycling.

Axel Dopfer, a former engineering master's student at Loughborough, beat the decade long German hour record by 645m at the Grenchen Velodrome in Switzerland. The previous record of 51.11km had been held by German cyclist Jens Voigt since 2014. Axel's new record stands at 51.75km.

Axel was supported by experts from the Schools of Aeronautical and Automotive Engineering and Sport, Exercise and Health Sciences – the former looking at optimising aerodynamic drag whilst the latter looked predominantly at his physiological performance.

*"The cross-disciplinary work that has gone into this successful world record attempt has been nothing short of exceptional. The efforts of Axel and the wider team truly showcases the tremendous expertise and facilities on hand at Loughborough."*

*Professor Jo Maher, Pro Vice Chancellor for Sport, Loughborough University*



### Trailblazer of Football Association appointed new Director of Sport

Louise Gear, the Head of Development at the Football Association (The FA), was announced as the University's new Director of Sport.

The former England netball player brings with her, 30 years of sports industry experience.

At Loughborough, Louise is responsible for strategic development, performance sport, commercial growth and development work of Loughborough Sport.



*"It is a privilege to be joining Loughborough, the world's number one university for sport. This opportunity to advance sport at all levels, raise the bar even higher and lead such a talented Loughborough Sport team, is one that excites me immensely."*

*Louise Gear, Director of Sport, Loughborough University*



### Padel has arrived at Loughborough

In partnership with Soul Padel, two new padel courts have been installed on campus. The courts were installed on the University's Ball Park and are available to book by students, staff and the local community.

*"This is a hugely exciting moment for Soul Padel. Loughborough University is a world leader in sport, and its campus is a place where people come to play, learn, and excel."*

*Mark Hewlett, founder and CEO of Soul Padel*



### Loughborough hosts England Men's Test team ahead of summer international schedule

In May, Loughborough welcomed the England Men's Test team to campus ahead of a busy summer of international cricket.

Under the leadership of captain Ben Stokes, the team took part in an intensive training camp using the University's world-class facilities in preparation for the one-off Test match against Zimbabwe at Trent Bridge later in the month.

During their stay, the squad were based at the ECB'S National Cricket Performance Centre and trained at the University's Haslegrave Cricket Ground. Players and staff also made full use of Loughborough's elite strength and conditioning gym, Powerbase.

*"The camp is a way of getting the team together from all different parts of the country, spending a week together in each other's pockets like you are when the games are on, building team spirit, getting into training so you're ready for the challenges of Test cricket."*

*To have that in one space in the lead up to an important summer for us has been really great. We couldn't be happier with the surfaces provided for us and the facilities on offer."*

*Joe Root, England Cricketer*



### British Universities and Colleges Sport (BUCS) dominance

The University continued its unrivalled dominance of British Universities and Colleges Sport (BUCS) after being awarded the overall title for an incredible 44th consecutive year.



### BRITISH UNIVERSITIES AND COLLEGES SPORT (BUCS) CHAMPIONS Unbeaten for 44 consecutive years



### An unforgettable BUCS Big Wednesday

In March, the University played host to an unforgettable British Universities and Colleges Sport (BUCS) 'Big Wednesday'.

The prestigious event welcomed over 2,000 student-athletes, coaches, and support staff as they competed in 57 championship, trophy and vase finals across 16 different sports.

Around 2,500 spectators also descended on Loughborough, to support their respective university teams.

Loughborough athletes produced some thrilling moments, securing 14 pieces of silverware out of a possible 20:

5

NATIONAL CHAMPIONSHIP TITLES

7

NATIONAL TROPHY TITLES

9

NATIONAL VASE TITLES

This is the second successive year Loughborough has hosted the event and over 100 student volunteers from Loughborough's Coach and Volunteer Academy (CVA) played a crucial role in helping to deliver a first-class competition.

*"Across all matches, we witnessed some incredible moments that will undoubtedly live long in the memory of those involved. The day's success is testament to the dedication of all the athletes, coaches, staff, officials, and volunteers."*

*Liv Murphy, Acting Director of Sport at Loughborough University*

# STAFF UPDATE

## Loughborough named as one of the top UK universities for employee experience

In early 2025, the University was named one of the highest-ranking universities in the Inspire HE Rankings. The new, yearly rankings system by People Insight, are designed to celebrate and champion universities that prioritise creating an engaging and motivational employee experience.

The inaugural rankings highlighted universities who are leading the way in employee listening and engagement strategies, with the top performing institutions, including Loughborough, being commended for their strong commitment to creating a positive working environment by using employee feedback to drive meaningful change.



**ONE OF THE TOP UK UNIVERSITIES FOR EMPLOYEE EXPERIENCE**  
Inspire HE Rankings 2025

## Staff Experience Survey 2024

Towards the end of 2024, the University ran its third annual staff survey. The results showed the University had improved or maintained across all themes of the survey, with 'wellbeing' and 'reward and recognition' showing the largest increase in favourable responses.

When benchmarked against the performance of 67 other UK universities, Loughborough exceeded the higher education benchmark in eight out of nine themes, performing particularly well in 'autonomy', 'enablement' and 'leadership'.

## Annual leave purchase scheme launched

At the beginning of the year, the University launched the Annual Leave Purchase Scheme (ALPS), a new voluntary perk that lets colleagues purchase up to 74 additional hours (the equivalent of 10 days for someone working full-time) to use as annual leave.

The total cost of annual leave granted is spread over 12 equal monthly instalments by salary sacrifice – meaning the amount is deducted before tax and national insurance, helping staff to save money.

## Staff celebrated at Vice-Chancellor Awards

As one of the most prestigious events in the University calendar for colleagues, the Vice-Chancellor's Awards run every September to recognise members of staff who have achieved amazing things.

Almost 250 nominations were submitted for the 2024 awards, across research and innovation; student experience; equity, diversity and inclusion; international engagement; sport; and living the values.



## Loughborough 'Real Living Wage' Supplement

The University is an accredited 'Real Living Wage' Employer, which means every year it looks to agree and implement the Real Living Wage Hourly rate to provide a minimum level of pay for staff.



From November 2024 the Real Living Wage (RWL) hourly minimum increased to £12.60 per hour. Whilst this was a positive move, it also presented us with some challenges, primarily pay compression within the University salary scale structures, particularly in the lower grades.

This was a nationally recognised issue and not unique to us, but to address it, the University chose to implement a Loughborough Real Living Wage supplement to certain spine points in the salary scale structures for 2025/26.

The decision to address the issue, working closely with our Trade Union colleagues, sought to demonstrate our strong commitment to our staff and show a genuine appreciation for their contributions.

## Exceptional academics appointed as Deans of the University

Following a global search for a new Dean of Loughborough University London, the University announced the permanent appointment of Professor Aidan McGarry to the role at the end of 2024. Aidan joined the London campus in 2018 as a Reader in International Politics and became Professor in 2021.



In August 2025, Professor Rebecca Cain was appointed Dean of the School of Design and Creative Arts (SDCA). Professor Cain is a human-centred designer with over 20 years' experience building design-led inter-disciplinary research teams to tackle technological and societal challenges to improve wellbeing.



Professor Lauren Sherar was also appointed Dean of the School of Sport, Exercise and Health Sciences (SSEHS). Professor Sherar is a leading expert in device measurements of physical activity, health data harmonisation and designing, implementing and evaluating public health interventions.



## Chief People Officer and Deputy Chief Operating Officer

This year, a key focus for the University has been our people and looking ahead in terms of the changing nature of the workplace and our response to it. As part of this, work has started on the development of the Loughborough University People & Culture Strategy and Board.

To date, in her capacity as Deputy Chief Operating Officer and the University's Lead for People & Culture, Ffiona Baker has been instrumental in overseeing the development of this work. To reflect her leadership responsibilities more formally, the title of Chief People Officer has been added to Ffiona's role, to provide clarity of leadership for this activity.



## New Director of Marketing and Advancement appointed



At the end of 2024, the University also announced Helen Pennack as its next Director of Marketing and Advancement, the institution's senior marketing and communications leader.

Helen started in her new role in March 2025 and is responsible for leading the strategic and operational development of the University's regional, national and global reputation, its brand presence and market position.

## Trade Union Facility Time Data

Section 13 of the Trade Union Act 2016 requires public sector employers to publish data on facility time. The University's data for 1 April 2024 to 31 March 2025 is as follows:

Trade union representatives	29
FTE trade union representatives	28
Hours spent on paid facility time (all of which was spent on trade union activities, there were no additional hours recorded for H&S activities as in previous year)	6,349
Percentage of total paid facility time hours spent on paid TU activities	100%
Total cost of facility time	£192k
Percentage of pay spent on facility time	0.1%
Distribution of working hours	Number of TU reps at LU
1-50% of working hours	29
51-99% of working hours	0
100% of working hours	0

# DELIVERY OF PUBLIC BENEFIT

Loughborough University is an independent corporation established by Royal Charter and has exempt charity status.

This information describes how the University has delivered activity for the benefit of the public, taking into consideration the guidance on public benefit, as set out in the Charities Act 2011.

Due regard has also been given to the University's responsibilities as a charitable body, which is regulated by the Office for Students (OfS).

## OUR MISSION

By delivering public benefit at a local, national and global level, the University contributes to:

- knowledge and understanding across all sectors
- the drive to make education accessible to everyone
- industry and economic growth
- the level of talent and excellence in industry
- Loughborough's economy, community and social environment.

## ACADEMIC BENEFIT

Delivery of public benefit through our core academic objectives – teaching, research and innovation.

### Teaching and learning

We are committed to supporting students throughout their educational journey and helping them to reach their full potential by removing unnecessary barriers. The statistics below evidence some of the work being done in this area.

### Employable graduates

The Loughborough experience is designed to create employable graduates that will go on to contribute significantly to society. 86% in graduate level employment or higher level study – Graduate Outcomes Survey 2022/23 graduates (full-time UK and Channel Isles, first degree students).

### Research

Our research helps shape public policy, improves lives, and enables businesses and industries to compete more effectively.

### Innovation

Innovation enhances the impact of our public benefit by connecting the work we do with the outside world across industry, public bodies and charities. The impact can be localised but significant, linking to global issues such as reducing pollution and improving human health.

## CORPORATE

Our approach to social responsibility: how we run our business; the way we work with external organisations, and the impact our actions have on the local community and economy.

### Sustainability

We recognise that many of our activities have environmental impacts, and we take responsibility for these whilst also responding to global challenges such as climate change; human wellbeing; and food, water and energy security.

### Community

We are committed to delivering opportunities and support for those beyond our campus boundaries, including local charities and community groups, and delivering initiatives and events for the public to attend.

### Fundraising and volunteering

Both the University and Loughborough Students' Union have a long history of fundraising and volunteering to support local, national and international causes.

### Economic impact

External evaluations have shown that the total gross economic impact on the UK economy associated with Loughborough University's activities per annum was £2.6bn. This equates to more than half of the GVA for Charnwood Borough and to supporting 28,825 jobs across the United Kingdom.

Examples of the public benefit we deliver can be found in the figures below and throughout the Review of the Year.

## PUBLIC BENEFIT IN NUMBERS (2024/25)

# 230

internships offered in 2024/25 through the Loughborough Talent Match initiative

# £2.4<sub>M</sub>

awarded in bursaries and tuition fee waivers to over 3,400 undergraduate students through the Loughborough University Bursary (LUB) and other awards programmes

# 2080

students went on year-long placements/exchange opportunities with over 1,280 companies and institutions worldwide. Over 50% of our students go on placement whilst at Loughborough.

# 250

new postgraduate research students (with start dates in 2024/25) received funding from the Doctoral College, equating to over £5.7m

# 37,800

prospective students engaged with outreach and recruitment activities, delivered by the School and College Liaison team

# £23<sub>K</sub>

was donated to community groups through the Community Donations Fund during 2024/25

We worked closely with

# 240

targeted schools and colleges across the country, with a focus on raising aspirations and supporting progression to Higher Education

# £4.5<sub>M</sub>

awarded in scholarships and bursaries to over 800 postgraduate taught students in both Loughborough and London

# £600<sub>K</sub>

raised for Rag by Loughborough Students' Union

# 117,000

hours of volunteering were completed by student volunteers through LSU Action and the Coach and Volunteer Academy within Loughborough Sport

# £15.5<sub>M</sub>

was awarded to new and existing postgraduate research students during 2024/25

# £2.6<sub>bn</sub>

is the total gross economic impact on the UK economy associated with Loughborough University's activities per annum

# STATEMENT OF CORPORATE GOVERNANCE

## The following statement is given to assist readers of the financial statements to obtain an understanding of the governance procedures applied by the University's governing body (Council).

The Royal Charter sets out the objectives which form the University's charitable purpose:

*"to advance knowledge, wisdom, understanding and professional competence through teaching, research and collaboration with industrial and other bodies and to develop the character of its students by virtue of its corporate life".*

The University is committed to observing good practice in all aspects of Corporate Governance. In accordance with the Committee of University Chairs (CUC) Higher Education Code of Governance, Council undertakes annual reviews of its own effectiveness, with a comprehensive review every 3-years. The comprehensive reviews are led by a lay member of Council and include external input. The last comprehensive Effectiveness Review was approved by Council in October 2024. The Review found that governance arrangements were continuing to work well based on mutual trust and respect but was mindful of the increasingly challenging external environment in which the University operates. In November 2024 Council appointed a Senior Independent Governor as required by the CUC Code. The role of Senior Independent Governor is to provide enhanced support to the Chair of Council, in terms of leadership and the development and oversight of governance practices.

## The University's Structure of Corporate Governance

The operation of the University is governed by its Charter, Statutes, Ordinances and Regulations.

The Council, the governing body of the University, comprises independent (lay), academic staff, non-academic staff and student members appointed or elected under the Statutes and Ordinances of the University, the majority of whom are non-executive. The role of Chair of the Council is separated from the role of the University's chief executive, the Vice-Chancellor. The Chair of Council is Christine Hodgson, who commenced a second 3-year term as Chair on 1 January 2024.

The Vice-Chancellor is the University's senior academic and administrative officer, who also serves as the Accountable Officer to the Office for Students. Professor Nick Jennings has been Vice-Chancellor since October 2021 and is responsible for the University's Strategy Creating Better Futures. Together.

In accordance with the CUC Code of Governance, Council has published a list of its primary responsibilities and these include the ongoing strategic direction of the University and approval of major developments. The University holds full

registration as a higher education provider with the Office for Students. Along with its own governing instruments, this means that final decision-making on certain key matters is specifically reserved for Council. Council meets at least four times a year and is advised by the Senate on academic issues. Senate undertakes regular review of its effectiveness to provide assurance to Council about academic matters and the next review will report to Council in summer 2026.

The University also has the status of an exempt charity. This means that members of Council have the responsibilities of charity trustees in relation to ensuring the institution's work is for the public benefit and that it complies with Charity Commission expectations, overseen in the HE sector by the Office for Students.

Both Council and Senate conduct areas of specific business through a committee structure; some of the committees are jointly composed and many include lay representation. A revised Schedule of Delegation was recently adopted.

In June 2024 Council approved the reformulation of Operations Committee as the Strategic Portfolio and Resources Committee, with additional oversight of the Strategy's Core Plans. In addition, the Strategic Portfolio and Resources Committee, comprising executive officers, has responsibility for the integration of academic, financial and physical planning and the allocation of resources to academic schools and Professional Services. During 2024/25, the arrangements for operationalising delivery of strategic plan projects were refined further. A number of projects were successfully completed with others moving forward through the agreed planning stages.

The financial management of the University rests with the Strategic Portfolio and Resources Committee and Finance Committee. Supported by the Finance Office, the Strategic Portfolio and Resources Committee monitors income and expenditure on a regular basis. Finance Committee is responsible for advising Council on both the University's financial strategy and treasury management; the Committee is chaired by the Vice-Chancellor and comprises executive officers and independent lay members of Council.

A new Commercial Strategy was approved by Council in July 2025 and identifies the potential to grow existing commercial revenues by creating a step change in existing activities and identifying new opportunities. Finance Committee has responsibility for oversight of the Commercial Strategy, reporting to Council as the governing body.

Extensive work involving Council has taken place in relation to compliance with The Higher Education (Freedom of Speech) Act 2023 and to prepare for the new Office for Students Condition E6 relating to harassment and sexual misconduct for implementation in 2025/26.

The external auditors address their report on the financial statements to Council through the Audit and Risk Committee which comprises lay members of Council, who are not otherwise involved in the management of the University, and other independent persons appointed by Council. Both internal and external auditors report to the Audit and Risk Committee on a regular basis. Audit and Risk Committee considers the detailed auditors' reports together with any recommendations on the systems and controls in operation. The Secretary of Council leads a working group of relevant staff, which reports to Council and oversees compliance with the Office for Students conditions of registration. The Audit and Risk Committee also pays due regard to the terms of the University's registration with the Office for Students.

Audit and Risk Committee recommends the appointment of internal and external auditors and Council appoints them. Both internal and external auditors have direct access to the Chair of Council, the Chair of Audit and Risk Committee and the Vice-Chancellor at any time.

The Governance and Nominations Committee of Council is chaired by the Chair of Council and includes lay members, academic members and the Vice-Chancellor with lay members in the majority. Its role is to make recommendations to Council on the appointment of senior lay officers (excluding the Chair of Council) and on the appointment of other lay members of Council as well as advise on other matters related to the overall governance of the University.

The Remuneration Committee of Council which is composed of lay members and is chaired by the Chair of Council determines the remuneration of professorial and senior administrative staff. The Deputy Chair of Council takes the chair for consideration of the Vice-Chancellor's remuneration. The Committee's operations are aligned with the CUC guidance on senior staff remuneration.

The University ensures the transparency of its corporate governance, risk management, statutory and other regulatory responsibilities via the active involvement of experienced and independent lay members, together with the work outlined above of University committees and the internal and external auditors. Council agendas and minutes are available to the public on the University website.

## Internal control and management of risk

The Council, as the governing body of Loughborough University, has responsibility for maintaining a sound system of internal control that supports the achievement of strategic objectives, whilst safeguarding the public and other funds and assets for which it is responsible, in accordance with the responsibilities assigned to the governing body in the Charter, Statute XIII and the terms of registration with the Office for Students. The system of internal control is designed to manage rather than eliminate the risk of failure to achieve policies, aims and Objectives, it can therefore only provide reasonable and not absolute assurance of effectiveness.

The system of internal control is based on an ongoing review process designed to identify the principal risks to the achievement of policies, aims and objectives, to evaluate the nature and extent of those risks and to manage them efficiently, effectively and economically. This process has been in place for the year ended 31 July 2025 and up to the date of approval of the financial statements and accords with the Office for Students guidance.

The University maintains a strategic risk register which is aligned to the University's strategy Creating Better Futures. Together. The oversight of individual risks identified as strategic by the executive owner, is managed through an appropriate Committee and reported to Audit and Risk Committee, and ultimately Council by way of the Chair of Audit and Risk Committee's report to Council.

Risk management processes and procedures continue to evolve with input from our internal auditors with risk oversight and governance the responsibility of the Audit and Risk Committee. Council, both directly and through its committees, is responsible for ensuring the delivery of value for money, defined as economical, effective and efficient use of resources. Council is responsible for the safeguarding of assets and oversight of systems to prevent and detect fraud. The system of internal control provides for a comprehensive financial planning process, assessment of income, expenditure, capital and cash flow budgets during the year and periodic review of management information including the reporting of material variances and the projection of out-turn for the year.

On behalf of Council, the Audit and Risk Committee monitors the effectiveness of control, governance, the management of risk and gains assurance on the University's arrangements to secure value for money and data quality.

It receives regular reports from the internal auditors, and where relevant, the external auditors. Periodic reports concerning internal control are received by Council from the Audit and Risk Committee. Reports on the progress on key projects and regular reports from senior management on the steps they are taking to manage risks in their area of responsibility are received by the Council and its principal committees.

## Going concern

The financial statements of the Group and the parent University have been prepared on a going concern basis which the Council believes to be appropriate for the following reasons.

The Council has prepared cash flow forecasts for a period of at least 12 months from the date of approval of the financial statements. After reviewing these forecasts, including analysis of severe but plausible downsides, and stress testing key assumptions such as student intake and the level of campus operation, the Group and the parent University are expected to have sufficient funds to meet their 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).

The Group ended the year with strong liquidity and access to significant undrawn borrowing facilities. This, together with robust expenditure controls, means that we anticipate maintaining substantial strategic cash reserves throughout the going concern assessment period.

Consequently, the Council is confident that the Group and parent University will have sufficient funds to continue to meet their liabilities as they fall due for at least 12 months from the date of approval of the financial statements and therefore have prepared the financial statements on a going concern basis.

## Officers of the University

The University's formal principal officer is its Chancellor, who has responsibility for conferring Loughborough's academic awards at congregations and plays an important role in the advancement of the University. The Lord Coe CH, KBE (Sebastian Coe) was reappointed as Chancellor in June 2022.

The Senior Pro-Chancellor, serves as the Chair of Council and also chairs the Governance and Nominations Committee and Remuneration Committees.

The day-to-day running of the University is the responsibility of the Vice-Chancellor and President, who is the academic and executive head and the accountable officer to the Office for Students.

The Chancellor	Lord Sebastian Coe
The Senior Pro Chancellor (Chair)	Christine Hodgson
The Pro Chancellors	Jennifer Maxwell-Harris Baroness Nicky Morgan
Honorary Treasurer	Andrea Davis
The Vice-Chancellor	Professor Nick Jennings
Provost and Deputy Vice-Chancellor	Professor Rachel Thomson
Pro Vice-Chancellor (Education and Student Experience)	Professor Sam Grogan <i>(from 1 November 2024)</i>
Pro Vice-Chancellor (Research and Innovation)	Professor Dan Parsons
Pro Vice-Chancellor (Sport)	Professor Jo Maher
Chief Operating Officer	Richard Taylor
Chief Financial Officer	Alexandra Owen <i>(until 30 September 2025)</i>
Executive Director of Finance	James Henry <i>(from 1 October 2025)</i>
University Visitor is appointed by the Privy Council	
University Visitor	Paul Michell

## Chairs of key committees

Council	Christine Hodgson
Senate	Professor Nick Jennings
Remuneration Committee	Christine Hodgson <i>For matters relating to the Vice-Chancellor's remuneration the committee is chaired by Deputy Chair Jennifer Maxwell-Harris</i>
Finance Committee	Professor Nick Jennings
Audit and Risk Committee	Graham Corfield

## Members of the University Council

who served during 2024/25 and up to 27 November 2025

The Senior Pro Chancellor (Chair)	Christine Hodgson
The Pro Chancellors	Jennifer Maxwell-Harris <i>(Deputy Chair)</i> Baroness Nicky Morgan
Honorary Treasurer	Andrea Davis
The Vice-Chancellor	Professor Nick Jennings
Provost and Deputy Vice-Chancellor	Professor Rachel Thomson
Appointed by the Alumni Association	Dr Luke Stott
Appointed by the Students' Union	Rachael Alvey <i>(until 31 July 2025)</i> James Peat <i>(until 31 July 2025)</i> Mia Jackson <i>(from 01 August 2025)</i> Lucy Palmer <i>(from 01 August 2025)</i>
Elected by the Senate	Dr Kerri Akiwowo <i>(until 31 July 2025)</i> Professor Tarek Hassan <i>(until 31 March 2025)</i> Dr Karen Blay <i>(from 01 August 2025)</i> Professor Justin Waring <i>(from 01 August 2025)</i>
Elected by the General Assembly	Professor Matthew Inglis Professor Sheryl Williams
Other elected members	Emma Nadin <i>(until 31 July 2025)</i> Julie Turner <i>(from 01 August 2025)</i>
Co-opted members	Penny Briscoe Graham Corfield Natalie Gasson-McKinley <i>(from 17 October 2024)</i> Naomi Hudson Professor David Price Dan Rodenhurst <i>(from 01 August 2025)</i> Professor Surinder Sharma Paul Taylor <i>(until 31 July 2025)</i> Mark Thurston Mike Wedderburn Jon Woods
Secretary to Council	Richard Taylor

## Key advisers

External auditor	KPMG LLP
Internal auditor	PwC LLP



# STATEMENT OF THE RESPONSIBILITIES OF COUNCIL

The University Charter establishes Council as the Governing Body of the University, subject to other terms of the Charter and the Statutes, and its responsibility for:

- 1** general control over the University and all its affairs, purposes and functions.
- 2** the management and administration of the revenue and property of the University.
- 3** the custody and use of the Common Seal of the University.

Council has identified a number of primary responsibilities arising from these general duties under the Charter:

### Planning and monitoring

1. To approve the mission and strategic vision of the University, long-term academic and business plans and key performance indicators, and to ensure that these meet the interests of stakeholders.
2. To ensure processes are in place to monitor and evaluate the performance and effectiveness of the University against the plans and approved key performance indicators, which should be, where possible and appropriate, benchmarked against other comparable institutions.
3. To ensure appropriate arrangements are in place to monitor and evaluate the student academic experience and maintain the quality and standards of academic awards.

### Financial, legal and risk

4. To approve the annual budget and financial statements, to ensure the establishment and monitoring of systems of control and accountability, including financial and operational controls and risk assessment, and procedures for handling internal grievances and for managing conflicts of interest.
5. To be the principal financial and business authority of the University, to ensure that proper books of account are kept, and to have overall responsibility for the University's assets, property and estate.
6. To be the institution's legal authority and, as such, to ensure that systems are in place for meeting all the institution's legal and regulatory obligations, including those arising from contracts and other legal commitments made in the institution's name.
7. To ensure that the University has appropriate procedures for the management of risk and to oversee the operation of these procedures.

### Employment

8. To be the employing authority for all staff in the University and to be responsible for establishing a human resources strategy.
9. To appoint the Vice-Chancellor as Chief Executive and Principal Academic and Administrative Officer of the University, in accordance with paragraph 7 of the Charter, and to put in place suitable arrangements for monitoring his/her performance.

### Governance arrangements

10. To appoint the Secretary to Council, and to ensure that, if they have managerial responsibilities in the University, there is an appropriate separation in the lines of accountability.
11. To establish processes to monitor and evaluate the performance and effectiveness of Council itself.
12. To conduct its business in accordance with best practice in higher education corporate governance and with the principles of public life drawn up by the Committee on Standards in Public Life.
13. To ensure that the University's Charter, Statutes and Ordinances are followed at all times and that appropriate advice is available to enable this to happen.
14. In accordance with paragraph 19 of the Charter, to consider any recommendations from Senate on matters with academic implications and to refer the same to Senate for consideration where the Senate has not previously been consulted.
15. To delegate authority to the Vice-Chancellor for the appointment of University nominees to the boards of public bodies, limited companies and other institutions.

### General

16. To safeguard the good name and values of the University.
17. To make such provision as it thinks fit for the general welfare of students, in consultation with Senate.
18. To promote equity, diversity and inclusivity throughout the University, including in relation to its own operation.
19. To ensure that appropriate provision is made for the preservation of health, safety and environmental standards.

Council is responsible for preparing the Annual Report and the financial statements in accordance with the requirements of the Office for Students' Terms and Conditions of Funding for Higher Education Institutions and Research England's Terms and Conditions of Research England Grant and applicable law and regulations.

It is required to prepare the Group and parent University financial statements in accordance with UK accounting standards and applicable law (UK Generally Accepted Accounting Practice), including FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland. The Terms and Conditions of Funding further require the financial statements to be prepared in accordance with the requirements of the Accounts Direction dated 25 October 2019 issued by the Office for Students ('the Accounts Direction') and the 2019 Statement of Recommended Practice – Accounting for Further and Higher Education

Council is required to prepare financial statements which give a true and fair view of the state of affairs of the group and of the parent University and of their income and expenditure, gains and losses and changes in reserves, and of the Group's cash flows for that period. In preparing each of the Group and parent University financial statements, the Council is required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK accounting standards and the 2019 Statement of Recommended Practice – Accounting for Further and Higher Education have been followed, subject to any material departures disclosed and explained in the financial statements;
- assess the Group and parent University's ability to continue as a going concern, disclosing, as applicable, matters related to going concern; and
- use the going concern basis of accounting unless it either intends to liquidate the group or the parent University or to cease operations, or have no realistic alternative but to do so.

Council is responsible for keeping adequate accounting records that are sufficient to show and explain the parent University's transactions and disclose with reasonable accuracy at any time the financial position of the parent University. It is responsible for such internal control as it determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error, and has general responsibility for taking such steps as are reasonably open to it to safeguard the assets of the group and to prevent and detect fraud and other irregularities.

Council is also responsible for ensuring that:

- funds from whatever source administered by the Group or the University for specific purposes have been properly applied to those purposes and managed in accordance with relevant legislation;
- funds provided by the Office for Students, UK Research and Innovation (including Research England) and the Department for Education have been applied in accordance with the terms and conditions attached to them;
- ensuring that there are appropriate financial and management controls in place to safeguard public funds and funds from other sources;
- and securing the economical, efficient and effective management of the University's resources and expenditure.
- Council is responsible for the maintenance and integrity of the corporate and financial information included on the University's website. Legislation in the UK governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

27 November 2025  
Christine Hodgson  
Chair of Council

# INDEPENDENT AUDITOR'S REPORT TO THE COUNCIL OF LOUGHBOROUGH UNIVERSITY

## Report on the audit of the financial statements

### Opinion

We have audited the financial statements of Loughborough University ("the University") for the year ended 31 July 2025 which comprise the Consolidated and University Statement of Comprehensive Income, the Consolidated and University Statement of Changes in Reserves, the Consolidated and University Statement of Financial Position, the Consolidated Cash Flow Statement, and related notes, including the Statement of Principal Accounting Policies.

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 of the University's income and expenditure, gains and losses and changes in reserves, and of the Group's cash flows, for the year then ended; and
- have been properly prepared in accordance with UK accounting standards, including FRS 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland*.

### Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) ("ISAs (UK)") and applicable law. Our responsibilities are described below. We have fulfilled our ethical responsibilities under, and are independent of the Group in accordance with, UK ethical requirements including the FRC Ethical Standard. We believe that the audit evidence we have obtained is a sufficient and appropriate basis for our opinion.

### Going concern

The Council has prepared the financial statements on the going concern basis as it does not intend to liquidate the Group or the University or to cease their operations, and as it has concluded that the Group and the University's financial position means that this is realistic. It has also concluded that there are no material uncertainties that could have cast significant doubt over their ability to continue as a going concern for at least a year from the date of approval of the financial statements ("the going concern period").

In our evaluation of the Council's conclusions, we considered the inherent risks to the Group's business model and analysed how those risks might affect the Group and University's financial resources or ability to continue operations over the going concern period.

Our conclusions based on this work:

- we consider that the Council's use of the going concern basis of accounting in the preparation of the financial statements is appropriate;
- we have not identified, and concur with the Council's assessment that there is not, a material uncertainty related to events or conditions that, individually or collectively, may cast significant doubt on the Group or the University's ability to continue as a going concern for the going concern period.

However, as we cannot predict all future events or conditions and as subsequent events may result in outcomes that are inconsistent with judgements that were reasonable at the time they were made, the above conclusions are not a guarantee that the Group or the University will continue in operation.

### Fraud and breaches of laws and regulations – ability to detect

#### Identifying and responding to risks of material misstatement due to fraud

To identify risks of material misstatement due to fraud ("fraud risks") we assessed events or conditions that could indicate an incentive or pressure to commit fraud or provide an opportunity to commit fraud. Our risk assessment procedures included:

- Enquiring of the Council, the Audit and Risk Committee, internal audit and inspection of policy documentation as to the Group's high-level policies and procedures to prevent and detect fraud, including the internal audit function, and the Group's channel for "whistleblowing", as well as whether they have knowledge of any actual, suspected or alleged fraud.
- Reading Council, Audit and Risk Committee and Finance Committee minutes.
- Using analytical procedures to identify any unusual or unexpected relationships.

We communicated identified fraud risks throughout the audit team and remained alert to any indications of fraud throughout the audit.

As required by auditing standards, and taking into account possible pressures to meet loan covenants and performance targets, we perform procedures to address the risk of management override of controls, the risk of fraudulent revenue recognition, in particular the risk that research grant income is inappropriately recognised due to either incorrect overhead recovery or non-compliance with terms and conditions of the grant, and the risk that Group management may be in a position to make inappropriate accounting entries.

We did not identify any additional fraud risks.

In determining the audit procedures we took into account the results of our evaluation and testing of the operating effectiveness of some of the Group-wide fraud risk management controls.

We also performed procedures including:

- Identifying journal entries and other adjustments to test based on risk criteria and comparing the identified entries to supporting documentation. These included those containing a revenue impact posted to unexpected accounts.
- Assessing significant accounting estimates for bias.

#### Identifying and responding to risks of material misstatement due to non-compliance with laws and regulations

We identified areas of laws and regulations that could reasonably be expected to have a material effect on the financial statements from our general commercial and sector experience, and through discussion with the Council and other management

(as required by auditing standards), and from inspection of the Group's regulatory and legal correspondence and discussed with the Council and other management the policies and procedures regarding compliance with laws and regulations.

We communicated identified laws and regulations throughout our team and remained alert to any indications of non-compliance throughout the audit.

The potential effect of these laws and regulations on the financial statements varies considerably.

Firstly, the Group is subject to laws and regulations that directly affect the financial statements including financial reporting legislation, taxation legislation, charities legislation, pensions legislation and specific disclosures required by higher education and related legislation and we assessed the extent of compliance with these laws and regulations as part of our procedures on the related financial statement items.

Secondly, the Group is subject to many other laws and regulations where the consequences of non-compliance could have a material effect on amounts or disclosures in the financial statements, for instance through the imposition of fines or litigation or the need to include significant provisions. We identified the following areas as those most likely to have such an effect: compliance with the regulatory framework of the Office for Students. Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the directors and other management and inspection of regulatory and legal correspondence, if any. Therefore, if a breach of operational regulations is not disclosed to us or evident from relevant correspondence, an audit will not detect that breach.

We have reported separately on the University's use of funds in the section of our audit report dealing with other legal and regulatory requirements.

### Context of the ability of the audit to detect fraud or breaches of law or regulation

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it.

In addition, as with any audit, there remained a higher risk of non-detection of fraud, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. Our audit procedures are designed to detect material misstatement. We are not responsible for preventing non-compliance or fraud and cannot be expected to detect non-compliance with all laws and regulations.

### Other information

The Council is responsible for the other information, which comprises the Annual Review 2024/25, including the Review of the Year 2024/25, the Financial Review and the Statement of Corporate Governance. Our opinion on the financial statements does not cover the other information and, accordingly, we do not express an audit opinion or any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether, based on our financial statements audit work, the information therein is materially misstated or inconsistent with the financial statements or our audit knowledge. Based solely on that work, we have not identified material misstatements in the other information.

### Council responsibilities

As explained more fully in its statement set out on page 38, the Council is responsible for: the preparation of the financial statements and for being satisfied that they give a true and fair view; such internal control as it determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error; assessing the Group and parent 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 it either intends to liquidate the Group or the parent University or to cease operations, or has no realistic alternative but to do so.

### Auditor's responsibilities

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 our opinion in an auditor's report. Reasonable assurance is a high level of assurance, but does not 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 aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

A fuller description of our responsibilities is provided on the FRC's website at [frc.org.uk/auditorsresponsibilities](https://www.frc.org.uk/auditorsresponsibilities)

**Mark Dawson**  
for and on behalf of KPMG LLP, Statutory Auditor  
Chartered Accountants  
One Snowhill, Snow Hill Queensway  
Birmingham B4 6GH

27 November 2025

### Report on other legal and regulatory requirements

We are required to report on the following matters by the Accounts Direction dated 25 October 2019 issued by the Office for Students ('the Accounts Direction').

In our opinion, in all material respects:

- funds from whatever source administered by the Group or the University for specific purposes have been properly applied to those purposes and managed in accordance with relevant legislation;
- funds provided by the Office for Students, UK Research and Innovation (including Research England) and the Department for Education have been applied in accordance with the relevant terms and conditions; and
- the financial statements meet the requirements of the Accounts Direction

### Matters on which we are required to report by exception

We are required by the Accounts Direction to report to you where the University has an access and participation plan that has been approved by the Office for Students' director of fair access and participation and the results of our audit work indicate that the Group's and the University's expenditure on access and participation activities for the financial year disclosed in Note 11 has been materially misstated.

We are also required by the Accounts Direction to report to you where the results of our audit work indicate that the Group's and the University's grant and fee income, as disclosed in note 4 to the financial statements has been materially misstated.

We have nothing to report in these respects.

### The purpose of our audit work and to whom we owe our responsibilities

This report is made solely to the Council in accordance with the Charters and Statutes of the institution. Our audit work has been undertaken so that we might state to the 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 Council for our audit work, for this report, or for the opinions we have formed.

# FINANCIAL STATEMENTS 2024/25

# STATEMENT OF PRINCIPAL ACCOUNTING POLICIES

## 1. General information

Loughborough University is an independent corporation established by Royal Charter and has the status of an exempt charity which is regulated by the Office for Students (OfS).

## 2. Statement of compliance

These financial statements have been prepared in accordance with United Kingdom Accounting Standards, including Financial Reporting Standard 102 (FRS 102), the Statement of Recommended Practice (SORP): Accounting for Further and Higher Education (2019 edition) and the Accounts Direction issued by the Office for Students (OfS).

The University is a public benefit entity and has therefore applied the relevant public benefit requirements of FRS102.

## 3. Basis of preparation

The financial statements are prepared in accordance with the historical cost convention (modified by the revaluation of certain fixed assets and derivative financial instruments).

The financial statements are prepared in sterling which is the functional currency of the group and rounded to the nearest £'000.

## 4. Going concern

The financial statements of the Group and the parent university have been prepared on a going concern basis which the Council believes to be appropriate for the following reasons.

The Council has prepared cash flow forecasts for a period of at least 12 months from the date of approval of the financial statements. After reviewing these forecasts, including analysis of severe but plausible downsides, and stress testing key assumptions such as student intake and the level of campus operation, the Group and the parent university are expected to have sufficient funds to meet their 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).

The Group ended the year with strong liquidity and access to significant undrawn borrowing facilities. This, together with robust expenditure controls, means that we anticipate maintaining substantial strategic cash reserves throughout the going concern assessment period.

Consequently, the Council is confident that the Group and parent university will have sufficient funds to continue to meet their liabilities as they fall due for at least 12 months from the date of approval of the financial statements and therefore have prepared the financial statements on a going concern basis.

## 5. Exemptions under FRS102

The University meets the definition of a qualifying entity under FRS102 and has therefore taken advantage of the disclosure exemptions available to it in respect of its separate financial statements. Exemption has been taken in these separate company financial statements in respect of presentation of a cash flow statement.

## 6. Basis of consolidation

The consolidated financial statements combine the financial statements of the University and all its subsidiary undertakings for the financial year to 31 July 2025. Intra-group transactions are eliminated on consolidation. Gains or losses on any intra-group transactions are eliminated in full. Amounts in relation to debts and claims between undertakings included in the consolidation are also eliminated.

The consolidated financial statements do not include the accounts of Loughborough Students' Union, as it is a separate body over which the University does not exert control and nor does it have a dominant influence over policy and operational decisions.

## 7. Recognition of income

Income from the sale of goods or services is credited to the Consolidated Statement of Comprehensive Income when the goods or services are supplied to the external customers or the terms of the contract have been satisfied.

### Tuition fees

Tuition fee income is recognised over the period of study to which the fee relates. Where the amount of the tuition fee is reduced by a discount, income receivable is shown net of the discount. Bursaries and scholarships are accounted for gross as expenditure and not deducted from income.

### Grant funding

Grant funding including funding council/OfS block grants, research grants from government sources and grants (including research grants) from non-government sources are recognised as income when the University is entitled to the income and any 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.

Capital grants are recognised in income when the University is entitled to the funds and any performance-related conditions have been met.

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.

## Other income

Income, from trading activities, is recognised when the goods or services are supplied to the customers or the terms of the contract have been satisfied. Investment income is recognised on a receivable basis.

## Donations and endowments

Resources received from non-government bodies as part of a non-exchange transaction will either be treated as a donation, or as an endowment in the event the donor either wishes an endowment fund to be established, or places sufficiently large restrictions on expenditure such that the funds will need to be retained over an extended period.

Donations are recognised as income when the University is entitled to the funds and any performance related conditions have been met. Where income is received in advance of performance related conditions being met, it is recognised as deferred income within creditors on the Statement of Financial Position and released to income as the conditions are met.

Where a donor imposes restriction on the use of the donated resources, income is retained within a restricted reserve until such time as expenditure is incurred in accordance with the restrictions. Donations with no restrictions are recognised in income when the University is entitled to the funds.

Endowment income is recognised on entitlement to the income. The income is retained within an endowment reserve until such time as expenditure is incurred in accordance with the restrictions of the endowment. Endowments are classified as either a permanent endowment, when the donor specifies that the capital is to be retained for the benefit of the institution, or as an expendable endowment where no such requirement exists.

Investment income received on endowments and restricted funds is recorded as income in the year in which it arises, and is held in the restricted or endowment reserve to the extent it has not been spent in line with restrictions of the donation or endowment. Investment gains and losses on endowment funds invested for the longer term are recognised in the surplus or deficit and are credited/debited to the capital portion of the endowment reserve.

## 8. Pension schemes

The University participates in the Universities Superannuation Scheme (USS), the Local Government Pension Scheme (LGPS) and the Teachers' Pensions Scheme (TPS).

The USS 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. The Scheme does not currently hold the data to be able to attribute assets to individual institutions, and a scheme-wide contribution rate is set. The institution is therefore exposed to actuarial risks associated with other institutions' employees and is unable to identify its share of the underlying assets and liabilities of the scheme on a consistent and reasonable basis. As required by Section 28 of FRS 102 "Employee benefits", the institution therefore accounts for the scheme as if it were a wholly defined contribution scheme. As a result, the amount charged to the income and expenditure account represents the contributions payable to the scheme and any deficit recovery contributions payable under the scheme's Recovery Plan. Where a scheme valuation determines that the scheme is in deficit on a technical provisions basis, the trustee of the scheme must agree a Recovery Plan that determines how each employer within the scheme will fund an overall deficit. The institution

recognises a liability for the contributions payable that arise from such an agreement (to the extent that they relate to a deficit) with related expenses being recognised through the income statement. The 2023 valuation required no deficit payments and therefore no liability is now held on the the Statement of Financial Position but one could arise if deficit payments were needed in the future.

The TPS is a multi-employer defined benefit scheme for which there are no underlying assets and it is not possible to identify the underlying liabilities attributable to University members and therefore is accounted for as a defined contribution retirement benefit scheme.

Contributions made are recognised as an expense in surplus or deficit in the periods during which services are rendered by employees. TPS is valued at least every four years by the Government Actuary. It is an unfunded scheme and contributions are made at the rate set by the Government Actuary.

The LGPS is a multi-employer defined benefit pension scheme administered by Leicestershire County Council where the actuary of the scheme can identify the University's share of its assets and liabilities at the date of the University's year end.

### Defined contribution plan

A defined contribution plan is a post-employment benefit plan under which the company pays fixed contributions into a separate entity and will have no legal or constructive obligation to pay further amounts. Obligations for contributions to defined contribution pension plans are recognised as an expense in the income statement in the periods during which services are rendered by employees.

### Multi-employer schemes

Where the Institution is unable to identify its share of the underlying assets and liabilities in a multi-employer scheme on a reasonable and consistent basis, it accounts as if the scheme were a defined contribution scheme. Where the Institution has entered into an agreement with such a multi-employer scheme that determines how the Institution will contribute to a deficit recovery plan, the Institution recognises a liability for the contributions payable that arise from the agreement, to the extent that they relate to the deficit, and the resulting expense is recognised in expenditure.

### Defined benefit schemes

A defined benefit plan is a post-employment benefit plan where the employer has an obligation to pay a specific level of benefits to members, meaning that the employer retains the risk of additional contributions required under the plan. Under defined benefit plans the Institution's obligation is to provide the agreed benefits to current and 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 Institution.

The net liability is recognised in the Statement of Financial Position in respect of each scheme and is the present value of the defined benefit obligation at the reporting date less the fair value of the plan assets at the reporting date.

The group should recognise a 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 the current and 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 Institution is able to recover the surplus either through reduced contributions in the future or through refunds from the plan.

Annually the Institution engages independent actuaries to calculate the obligation for each scheme. The present value is determined by discounting the estimated future payments at a discount rate based on market yields on high-quality corporate bonds denominated in sterling with terms approximating to the estimated period of the future payments. The fair value of a scheme's assets is measured in accordance with the FRS 102 fair value hierarchy and in accordance with the Institution's policy for similarly held assets. This includes the use of appropriate valuation techniques. Actuarial gains and losses arising from experience adjustments and changes in actuarial assumptions are charged or credited to other comprehensive income. These amounts together with the return on plan assets, less amounts included in net interest, are disclosed as actuarial gains and losses.

The cost of the defined benefit plan, recognised in expenditure as staff costs, except where included in the cost of an asset, comprises the increase in pension benefit liability arising from employee service during the period and the cost of plan introductions, benefit changes, curtailments, and settlements. The net interest cost is calculated by applying the discount rate to the net liability. This cost is recognised in expenditure as a finance cost.

A hybrid pension plan is one that contains both defined contribution and defined benefit sections. The Institution accounts for each of these sections in line with the approach set out above.

## 9. 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.

## 10. Finance leases

Leases in which the University 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 the 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.

## 11. Service concession arrangements

Fixed assets held under service concession arrangements are recognised on the Statement of Financial Position at the present value of the minimum lease payments when the assets are brought into use with a corresponding financial liability. The assets are depreciated over the life of the arrangement.

Payments under the service concession arrangements are allocated between service costs, finance charges and financial liability repayments to reduce the financial liability to nil over the life of the arrangement.

## 12. 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 term of the lease.

## 13. Land and buildings

Land held at 31 July 2014 is stated at deemed cost which is equivalent to the market value on this date. Land additions since 31 July 2014 are stated at cost.

Buildings are capitalised at cost on initial recognition or, in the case of buildings acquired as a result of the merger with Loughborough College of Art and Design, at valuation: the basis of valuation is depreciated replacement cost and the valuation on 31 July 1998 was performed by GVA Grimley, International Property Advisors. Improvements to buildings and long-term maintenance projects with a value in excess of £50,000 are capitalised, to the extent that they increase the expected future benefits to the Institution.

After initial recognition land and buildings are subsequently measured at cost/deemed cost less accumulated depreciation and accumulated impairment losses.

Freehold land is not depreciated as it is considered to have an indefinite useful life. Freehold buildings are depreciated on a straight-line basis over their expected useful lives as follows:

- Freehold buildings between 10 and 60 years depending on the method of construction used.
- Leasehold land and buildings – lifetime of the lease up to a maximum of 60 years.

No depreciation is charged on assets in the course of construction. Depreciation is charged from the year of completion and is calculated based on the remaining life of the improved building or building-related plant. Where an item of land and buildings comprise two or more major components with substantially different useful economic lives (UELS), each component is accounted for separately and depreciated over its individual UEL. Expenditure relating to subsequent replacement of components is capitalised as incurred.

Depreciation methods, useful lives and residual values are reviewed at the date of preparation of each Statement of Financial Position.

## 14. Fixtures, fittings, plant and equipment

All such items, where the cost is less than £20,000 per individual item or group of related items, are recognised as an expense in the year of acquisition. All other items are capitalised.

Items are stated at cost and depreciated over their expected useful life, as follows:

- Computer equipment – between 4 and 7 years
- Equipment acquired for specific research projects – project life (generally 3 years) unless a research grant is received for a specific facility, in which case, the item would be depreciated over the life of the facility
- Motor vehicles and other equipment – 4 years
- Plant, furniture and fixtures – between 5 and 25 years

## 15. Borrowing costs

Borrowing costs are recognised as expenditure in the period in which they are incurred.

## 16. Heritage assets

Heritage assets are individual objects, collections, specimens or structures of historic, scientific or artistic value that are held and maintained principally for their contribution to knowledge and culture.

Works of art and other valuable artefacts valued at over £10,000 have been capitalised and recognised at the cost or value of the acquisition, where such a cost or valuation is reasonably obtainable. Heritage assets are not depreciated since their long economic life and high residual value mean that any depreciation would not be material. The assets are subject to an annual impairment review in accordance with applicable accounting standards.

## 17. Investment properties

Investment property is land or a building, or part of a building, or both held for rental income and/or capital appreciation rather than for use in delivering services. Mixed-use property is separated between investment property and property, plant and equipment.

Investment properties are initially measured at cost and then subsequently at fair value at the end of each reporting date, with changes in fair value recognised immediately in the Surplus or Deficit for the year.

## 18. Stocks

Stocks of goods are stated at the lower of cost and net realisable value.

## 19. Cash and cash equivalents

Cash includes cash in hand and deposits repayable on demand. Deposits are repayable on demand if they are in practice available within 24 hours without penalty.

Cash equivalents are short-term (maturity being less than three months from the placement date), highly liquid investments that are readily convertible to known amounts of cash with insignificant risk of change in value.

## 20. Foreign currency transactions

Transactions denominated in foreign currencies are recorded at the rate of exchange ruling at the dates of the transactions.

Monetary assets and liabilities denominated in foreign currencies are translated into sterling at year-end rates.

The resulting exchange differences are recorded in surplus or deficit for the financial year.

## 21. Financial instruments

Financial assets and financial liabilities are recognised when the Group becomes a party to the contractual provisions of the instrument. Financial liabilities are classified according to the substance of the contractual arrangements entered into.

### (i) Financial assets and liabilities

All financial assets and liabilities are initially measured at transaction price (including transaction costs), except for those financial assets classified as at fair value through surplus or deficit, which are initially measured at fair value (which is normally the transaction price excluding transaction costs), unless the arrangement constitutes a financing transaction.

If an arrangement constitutes a financing transaction, the financial asset or financial liability is measured at the present value of the future payments discounted at a market rate of interest for a similar debt instrument.

Financial assets and liabilities are only offset in the statement of financial position when, and only when there exists a legally enforceable right to set off the recognised amounts and the Group intends either to settle on a net basis, or to realise the asset and settle the liability simultaneously.

Debt instruments which meet the following conditions are subsequently measured at amortised cost using the effective interest method:

- The contractual return to the holder is (i) a fixed amount; (ii) a positive fixed rate or a positive variable rate; or (iii) a combination of a positive or a negative fixed rate and a positive variable rate.
- The contract may provide for repayments of the principal or the return to the holder (but not both) to be linked to a single relevant observable index of general price inflation of the currency in which the debt instrument is denominated, provided such links are not leveraged.
- The contract may provide for a determinable variation of the return to the holder during the life of the instrument, provided that:
  - the new rate satisfies condition (a) and the variation is not contingent on future events other than (1) a change of a contractual variable rate; (2) to protect the holder against credit deterioration of the issuer; (3) changes in levies applied by a central bank or arising from changes in relevant taxation or law; or
  - the new rate is a market rate of interest and satisfies condition (a).
- There is no contractual provision that could, by its terms, result in the holder losing the principal amount or any interest attributable to the current period or prior periods.
- Contractual provisions that permit the issuer to prepay a debt instrument or permit the holder to put it back to the issuer before maturity are not contingent on future events, other than to protect the holder against the credit deterioration of the issuer or a change in control of the issuer, or to protect the holder or issuer against changes in levies applied by a central bank or arising from changes in relevant taxation or law.
- Contractual provisions may permit the extension of the term of the debt instrument, provided that the return to the holder and any other contractual provisions applicable during the extended term satisfy the conditions of paragraphs (a) to (c).

Debt instruments that are classified as payable or receivable within one year of initial recognition and which meet the above conditions are measured at the undiscounted amount of the cash or other consideration expected to be paid or received, net of impairment.

Other debt instruments not meeting these conditions are measured at fair value through surplus or deficit.

Financial assets are derecognised when and only when a) the contractual rights to the cash flows from the financial asset expire or are settled, b) the Group transfers to another party substantially all of the risks and rewards of ownership of the financial asset, or c) the Group, despite having retained some, but not all, significant risks and rewards of ownership, has transferred control of the asset to another party.

Financial liabilities are derecognised when, and only when, the obligation specified in the contract is discharged, cancelled or expires.

**(ii) Investments**

Investments in non-convertible preference shares and non-puttable ordinary or preference shares (where shares are publicly traded or their fair value is reliably measurable) are measured at fair value through surplus or deficit. Where fair value cannot be measured reliably, investments are measured at cost less impairment.

In the University Statement of Financial Position, investments in subsidiaries and associates are measured at cost less impairment.

**(iii) Derivative financial instruments**

The Group uses derivative financial instruments to reduce exposure to interest rate movements. The Group does not hold or issue derivative financial instruments for speculative purposes.

Derivatives are initially recognised at fair value at the date a derivative contract is entered into and are subsequently remeasured to their fair value at each reporting date. The resulting gain or loss is recognised in surplus or deficit.

**(iv) 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.

**22. Provisions, contingent liabilities and contingent assets**

Provisions are recognised in the financial statements when:

- The University has a present obligation (legal or constructive) as a result of a past event;
- It is probable that an outflow of economic benefits will be required to settle the obligation; and
- 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 risk specific to the liability.

A contingent liability arises from a past event that gives the Institution 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 Institution. Contingent liabilities also arise in circumstances where a provision would otherwise be made but either it is not probable that an outflow of resources will be required, or the amount of the obligation cannot be measured reliably.

A contingent asset arises where an event has taken place that gives the Institution a possible asset whose existence will only be confirmed by the occurrence or otherwise of uncertain future events not wholly within the control of the Institution.

Contingent assets and liabilities are not recognised in the Statement of Financial Position but are disclosed in the notes.

**23. Impairment of assets**

Assets, other than those measured at fair value, are assessed for indicators of impairment at each Statement of Financial Position date. If there is objective evidence of impairment, an impairment loss is recognised in profit or loss as described below.

**Non-financial assets**

An asset is impaired where there is objective evidence that, as a result of one or more events that occurred after initial recognition, the estimated recoverable value of the asset has been reduced. The recoverable amount of an asset is the higher of its fair value less costs to sell and its value in use.

Where indicators exist for a decrease in impairment loss, the prior impairment loss is tested to determine reversal. An impairment loss is reversed on an individual impaired asset to the extent that the revised recoverable value does not lead to a revised carrying amount higher than the carrying value had no impairment been recognised.

**Financial assets**

For financial assets carried at amortised cost, the amount of impairment is the difference between the asset's carrying amount and the present value of estimated future cash flows, discounted at the financial asset's original effective interest rate.

For financial assets carried at cost less impairment, the impairment loss is the difference between the asset's carrying amount and the best estimate of the amount that would be received for the asset if it were to be sold at the reporting date.

Where indicators exist for a decrease in impairment loss, and the decrease can be related objectively to an event occurring after the impairment was recognised, the prior impairment loss is tested to determine reversal. An impairment loss is reversed on an individual impaired financial asset to the extent that the revised recoverable value does not lead to a revised carrying amount higher than the carrying value had no impairment been recognised.

**24. Taxation status**

The University is an exempt charity within the meaning of Schedule 3 of the Charities Act 2011 and as such is a charity within the meaning of Schedule 6 Finance Act 2010. Accordingly, the University is potentially exempt from taxation in respect of income or capital gains received within the categories covered by sections 478-488 of the Corporation Tax Act 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 institution receives no similar exemption in respect of Value Added Tax. Irrecoverable VAT on inputs is included in the cost of such inputs. Any irrecoverable VAT allocated to tangible fixed assets is included in their cost.

The University's subsidiaries are liable to Corporation Tax in the same way as any other commercial organisation.

Current tax, including UK corporation tax and foreign tax, is provided at amounts expected to be paid (or recovered) using the tax rates and laws that have been enacted or substantively enacted by the reporting date.

Deferred tax is provided in full on timing differences which result in an obligation at the Statement of Financial Position date to pay more tax, or a right to pay less tax, at a future date, at rates expected to apply when they crystallise based on current rates and law. Timing differences arise from the inclusion of items of income and expenditure in taxation computations in periods different from those in which they are included in the financial statements. Deferred tax assets are recognised to the extent that they are regarded as more likely than not that they will be recovered. Deferred tax assets and liabilities are not discounted.

**25. Reserves**

Reserves are classified as unrestricted, restricted or endowment. Endowment reserves include balances which, through endowment to the University, are held as a permanently restricted fund which the University must hold in perpetuity.

Restricted reserves include balances where the donor has designated a specific purpose and therefore the University is restricted in the use of these funds.

**26. Critical accounting judgements and key sources of estimation uncertainty**

In the application of the University's accounting policies, which are described in points 1 to 25 above, it is necessary to make judgements, estimates and assumptions about the carrying amounts of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

**Critical judgements in applying the University's accounting policies**

The following are the judgements, apart from those involving estimations (which are dealt with separately below), that have been taken in the process of applying the University's accounting policies and that have the most significant effect on the amounts recognised in the financial statements.

**Revenue recognition**

In the operating of a performance model for government grants and non-exchange transactions, agreements with funders are evaluated for performance conditions, and revenue is recognised when these conditions are judged to have been met.

**Investment property**

The University has reviewed all rental-generating properties in line with the accounting policy for investment properties. As part of this process management has evaluated whether an asset is held for the furtherance of the University's enterprise objectives (which form part of the University's core operations), or whether it is held primarily for the generation of rental income (and so represents an investment property).

**Service concession arrangements**

In determining which operations involving third party operators should be accounted for as service concession arrangements, the agreements with the third party operators are reviewed to identify those that meet the relevant conditions outlined in section 34 of FRS102.

**Key sources of estimation uncertainty**

The following are the key sources of estimation uncertainty at the reporting date, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year:

**Pensions – USS**

FRS 102 makes the distinction between a group plan and a multi-employer scheme. A group plan consists of a collection of entities under common control typically with a sponsoring employer. A multi-employer scheme is a scheme for entities not under common control and represents (typically) an industry-wide scheme such as Universities Superannuation Scheme. The accounting for a multi-employer scheme where the employer has entered into an agreement with the scheme that determines how the employer will fund a deficit, results in the recognition of a liability for the contributions payable that arise from the agreement (to the extent that they relate to the deficit) with the resulting expense charged through the income and expenditure account in accordance with section 28 of FRS 102. As explained in note 21, the Scheme was in surplus at the date of the 2023 valuation.

**Pensions – LGPS**

The LGPS valuation is sensitive to the actuarial assumptions used. The assumptions are set following advice received from a qualified actuary. The following table highlights the sensitivities regarding the principal assumptions used to measure the scheme liabilities.

Change in assumptions at 31 July 2025	Approximate increase in scheme liabilities	
	%	£'000
0.1% decrease in real discount rate	2	3,267
0.1% increase in the salary increase rate	0	114
0.1% increase in the pension increase rate (CPI)	2	3,245
1 year increase in member life expectancy	4	7,065

**Market value of investment properties**

In determining the market value of the University's investment properties, valuations have been performed by professionally qualified valuers using assumptions determined using market standard methodology. However should any of these assumptions be incorrect this could have a significant impact on the valuation of these properties.

**Useful lives of tangible fixed assets**

Tangible fixed assets represent a significant proportion of the University's total assets (31 July 2025: 71%, 2024: 69%). Therefore the estimates of the useful lives over which these assets are depreciated could have a significant impact on the University's financial performance. The useful lives and residual values of the University's assets are determined at the time the asset is acquired or construction is completed, and these are based on historical experience with similar assets as well as anticipation of future events which may impact their life such as the expiry of leases. Historically, disposal of assets at the end of their lives has not resulted in material loss on disposal charges.

# CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME AND EXPENDITURE

Year ended 31 July 2025

	Notes	Consolidated		University	
		Year ended	Year ended	Year ended	Year ended
		31 July 2025	31 July 2024	31 July 2025	31 July 2024
		£'000	£'000	£'000	£'000
<b>Income</b>					
Tuition fees and education contracts	1	191,169	186,809	191,169	186,809
Funding body grants	2	47,698	43,094	47,698	43,094
Research grants and contracts	3	57,033	47,818	57,033	47,818
Other income	5	93,579	86,418	82,175	76,483
Investment income	6	6,054	7,468	5,862	7,105
Donations and endowments	7	2,276	1,929	2,276	1,929
<b>Total income</b>		<b>397,809</b>	<b>373,536</b>	<b>386,213</b>	<b>363,238</b>
<b>Expenditure</b>					
Staff costs	8	214,254	202,275	207,572	196,082
Changes in USS deficit recovery plan		-	(106,092)	-	(106,092)
Total staff costs		214,254	96,183	207,572	89,990
Other operating expenses		140,743	128,521	137,255	126,042
Depreciation	13	32,815	30,738	31,541	29,784
Interest and other finance costs	9	3,133	5,802	3,118	5,781
<b>Total expenditure</b>	10	<b>390,945</b>	<b>261,244</b>	<b>379,486</b>	<b>251,597</b>
<b>Surplus before other gains and losses</b>		<b>6,864</b>	<b>112,292</b>	<b>6,727</b>	<b>111,641</b>
Loss on disposal of fixed assets		(524)	(2,826)	(524)	(2,826)
Gain on investments		671	326	312	326
<b>Surplus before tax</b>		<b>7,011</b>	<b>109,792</b>	<b>6,515</b>	<b>109,141</b>
Taxation	12	(190)	(143)	-	-
<b>Surplus for the year</b>		<b>6,821</b>	<b>109,649</b>	<b>6,515</b>	<b>109,141</b>
Actuarial loss in respect of pension schemes	25	(3,616)	(2,541)	(3,616)	(2,541)
<b>Total comprehensive income for the year</b>		<b>3,205</b>	<b>107,108</b>	<b>2,899</b>	<b>106,600</b>
Represented by:					
Endowment comprehensive income for the year	23	116	212	116	212
Restricted comprehensive income for the year	24	(1,304)	(1,619)	(1,304)	(1,619)
Unrestricted comprehensive income for the year		4,393	108,515	4,087	108,007
		<b>3,205</b>	<b>107,108</b>	<b>2,899</b>	<b>106,600</b>

All items of income and expenditure relate to continuing activities.

# CONSOLIDATED STATEMENT OF FINANCIAL POSITION

Year ended 31 July 2025

	Notes	Consolidated		University	
		31 July 2025	31 July 2024	31 July 2025	31 July 2024
		£'000	£'000	£'000	£'000
<b>Non-current assets</b>					
Fixed assets	13	477,218	476,423	470,553	469,510
Heritage assets	14	1,165	1,165	1,165	1,165
Investments	16	23,242	18,955	36,905	33,102
<b>Total Non-current assets</b>		<b>501,625</b>	<b>496,543</b>	<b>508,623</b>	<b>503,777</b>
<b>Current assets</b>					
Stock		664	725	595	678
Trade and other receivables	17	40,006	45,890	39,526	45,399
Investments	18	65,178	91,000	65,178	91,000
Cash and cash equivalents		55,980	41,173	53,254	38,948
<b>Total Current assets</b>		<b>161,828</b>	<b>178,788</b>	<b>158,553</b>	<b>176,025</b>
Less Creditors: amounts falling due within one year	19	(66,939)	(75,641)	(66,630)	(75,587)
<b>Net current assets</b>		<b>94,889</b>	<b>103,147</b>	<b>91,923</b>	<b>100,438</b>
<b>Total assets less current liabilities</b>		<b>596,514</b>	<b>599,690</b>	<b>600,546</b>	<b>604,215</b>
Creditors: amounts falling due after more than one year	20	(84,229)	(90,351)	(84,229)	(90,351)
<b>Provisions</b>					
Pension provisions	21	(1,072)	(1,518)	(1,072)	(1,518)
Other provisions	21	(768)	(581)	-	-
<b>Total net assets</b>		<b>510,445</b>	<b>507,240</b>	<b>515,245</b>	<b>512,346</b>
<b>Restricted reserves</b>					
Income and expenditure reserve - endowment reserve	23	2,658	2,542	2,658	2,542
Income and expenditure reserve - restricted reserve	24	60,925	62,229	60,925	62,229
<b>Unrestricted reserves</b>					
Income and expenditure reserve - unrestricted		446,862	442,469	451,662	447,575
<b>Total reserves</b>		<b>510,445</b>	<b>507,240</b>	<b>515,245</b>	<b>512,346</b>

These Financial Statements were approved by Council on 27 November 2025 and were signed on 27 November 2025 on its behalf by:

**Professor Nick Jennings CB, FEng, FRS**  
Vice-Chancellor and Accountable Officer

**Christine Hodgson CBE**  
Chair of Council

## CONSOLIDATED STATEMENT OF CHANGES IN RESERVES

Year ended 31 July 2025

Consolidated	Income and expenditure reserve			
	Endowment £'000	Restricted £'000	Unrestricted £'000	Total £'000
<b>Balance at 1 August 2023</b>	<b>2,330</b>	<b>63,848</b>	<b>333,955</b>	<b>400,133</b>
Surplus / (deficit) from the income and expenditure statement	212	(1,129)	110,565	109,648
Other comprehensive income	-	-	(2,541)	(2,541)
Release of capital grants with expired asset use restrictions	-	(490)	490	-
<b>Total comprehensive income / (expense) for the year</b>	<b>212</b>	<b>(1,619)</b>	<b>108,514</b>	<b>107,107</b>
<b>Balance at 31 July 2024</b>	<b>2,542</b>	<b>62,229</b>	<b>442,469</b>	<b>507,240</b>
Surplus from the income and expenditure statement	116	616	6,089	6,821
Other comprehensive income	-	-	(3,616)	(3,616)
Release of capital grants with expired asset use restrictions	-	(1,920)	1,920	-
<b>Total comprehensive income / (expense) for the year</b>	<b>116</b>	<b>(1,304)</b>	<b>4,393</b>	<b>3,205</b>
<b>Balance at 31 July 2025</b>	<b>2,658</b>	<b>60,925</b>	<b>446,862</b>	<b>510,445</b>

University	Income and expenditure reserve			
	Endowment £'000	Restricted £'000	Unrestricted £'000	Total £'000
<b>Balance at 1 August 2023</b>	<b>2,330</b>	<b>63,848</b>	<b>339,565</b>	<b>405,743</b>
Surplus / (deficit) from the income and expenditure statement	212	(1,129)	110,061	109,144
Other comprehensive income	-	-	(2,541)	(2,541)
Release of capital grants with expired asset use restrictions	-	(490)	490	-
<b>Total comprehensive income / (expense) for the year</b>	<b>212</b>	<b>(1,619)</b>	<b>108,010</b>	<b>106,603</b>
<b>Balance at 31 July 2024</b>	<b>2,542</b>	<b>62,229</b>	<b>447,575</b>	<b>512,346</b>
Surplus from the income and expenditure statement	116	616	5,783	6,515
Other comprehensive income	-	-	(3,616)	(3,616)
Release of capital grants with expired asset use restrictions	-	(1,920)	1,920	-
<b>Total comprehensive income / (expense) for the year</b>	<b>116</b>	<b>(1,304)</b>	<b>4,087</b>	<b>2,899</b>
<b>Balance at 31 July 2025</b>	<b>2,658</b>	<b>60,925</b>	<b>451,662</b>	<b>515,245</b>

## CONSOLIDATED STATEMENT OF CASH FLOWS

Year ended 31 July 2025

	Notes	Consolidated	
		Year ended 31 July 2025 £'000	Year ended 31 July 2024 £'000
<b>Cash flow from operating activities</b>			
Surplus for the year		<b>6,821</b>	109,649
<b>Adjustment for non-cash items</b>			
Taxation	12	<b>190</b>	143
Depreciation	13	<b>32,815</b>	30,738
Increase in stock		<b>61</b>	(58)
Decrease in debtors		<b>7,478</b>	1,729
Decrease in creditors		<b>(6,368)</b>	(8,427)
LGPS service costs less contributions paid	25	<b>(3,529)</b>	(2,480)
USS deficit provision expense less contributions paid		-	(108,981)
Increase in other provisions		<b>(259)</b>	-
Receipt of donated equipment		<b>(125)</b>	(43)
Assets acquired in part exchange		-	10
Service concession agreement nominal rent	15	<b>(633)</b>	(618)
<b>Adjustment for investing or financing activities</b>			
Investment income	6	<b>(6,054)</b>	(7,468)
Interest payable	9	<b>3,133</b>	5,802
Gifts to increase endowments	7	<b>(8)</b>	(42)
Gain on investments		<b>(671)</b>	(326)
Loss on disposal of fixed assets		<b>524</b>	2,826
Capital grant income		<b>(10,585)</b>	(3,697)
Arrangement fee paid on new borrowings		<b>100</b>	-
<b>Net cash inflow from operating activities</b>		<b>22,890</b>	18,757
<b>Cash flows from investing activities</b>			
Capital grants receipts		<b>4,109</b>	7,303
Investment income received		<b>6,859</b>	6,829
Payments made to dispose of fixed assets		<b>(161)</b>	(1,517)
Payments made to acquire fixed assets		<b>(33,696)</b>	(34,951)
Payments made to acquire investments		<b>(102)</b>	(83)
Proceeds from sale of investments		<b>198</b>	9
Loans to related parties		<b>(3,328)</b>	-
Repayment of loans by related parties		<b>400</b>	-
Withdrawal of deposits with maturity of more than 3 months		<b>26,000</b>	12,000
<b>Net cash inflow/(outflow) from investing activities</b>		<b>279</b>	(10,410)
<b>Cash flows from financing activities</b>			
Interest paid		<b>(2,769)</b>	(2,970)
Transaction costs related to loans and borrowings		<b>(100)</b>	-
Repayments of amounts borrowed	20	<b>(5,501)</b>	(5,390)
New endowments received		<b>8</b>	-
<b>Net cash outflow from financing activities</b>		<b>(8,362)</b>	(8,360)
<b>Increase/(decrease) in cash and cash equivalents in the year</b>		<b>14,807</b>	(13)
Cash and cash equivalents at the beginning of the year		<b>41,173</b>	41,186
Cash and cash equivalents at the end of the year		<b>55,980</b>	41,173

# NOTES TO THE FINANCIAL STATEMENTS

Year ended 31 July 2025

1 Tuition fees and education contracts	Consolidated		University	
	2025	2024	2025	2024
	£'000	£'000	£'000	£'000
Full-time UK students	118,390	116,036	118,390	116,036
Full-time international students	67,632	66,302	67,632	66,302
Part-time students	5,147	4,471	5,147	4,471
	<b>191,169</b>	<b>186,809</b>	<b>191,169</b>	<b>186,809</b>

2 Funding body grants	Consolidated		University	
	2025	2024	2025	2024
	£'000	£'000	£'000	£'000
<b>Recurrent grant</b>				
Office for Students	9,204	9,294	9,204	9,294
Research England	23,392	24,380	23,392	24,380
Department for Education	593	484	593	484
Capital grant	2,166	2,028	2,166	2,028
<b>Specific grants</b>				
Higher Education Innovation Fund	5,219	5,155	5,219	5,155
Other	1,324	1,753	1,324	1,753
Capital grants	5,800	-	5,800	-
	<b>47,698</b>	<b>43,094</b>	<b>47,698</b>	<b>43,094</b>

3 Research grants and contracts	Consolidated		University	
	2025	2024	2025	2024
	£'000	£'000	£'000	£'000
Research councils	23,338	22,194	23,338	22,194
Research charities	3,780	4,363	3,780	4,363
Government (UK and overseas)	22,638	15,283	22,638	15,283
Industry and commerce	7,277	5,978	7,277	5,978
	<b>57,033</b>	<b>47,818</b>	<b>57,033</b>	<b>47,818</b>

Research grants and contracts income contains £4,092,000 (2024: £1,388,000), in respect of capital grants on equipment.

4 Grant and fee income	Consolidated		University	
	2025	2024	2025	2024
	£'000	£'000	£'000	£'000
The source of grant and fee income, included in notes 1 to 3 is as follows:				
Grant income from the Office for Students	16,328	9,863	16,328	9,863
Grant income from other bodies	88,403	81,049	88,403	81,049
Fee income for research awards	4,306	4,841	4,306	4,841
Fee income from non-qualifying courses	1,739	1,464	1,739	1,464
Fee income for taught awards	185,125	180,504	185,125	180,504
	<b>295,901</b>	<b>277,721</b>	<b>295,901</b>	<b>277,721</b>

# NOTES TO THE FINANCIAL STATEMENTS

Year ended 31 July 2025

5 Other income	Consolidated		University	
	2025	2024	2025	2024
	£'000	£'000	£'000	£'000
Residences, catering and conferences	64,395	56,443	52,080	45,316
Other revenue grants	3,324	3,993	3,324	3,993
Gift aid received from subsidiaries	-	-	71	-
Other income	25,860	25,982	26,700	27,174
	<b>93,579</b>	<b>86,418</b>	<b>82,175</b>	<b>76,483</b>

Included in other revenue grants is £423,000 (2024: £454,000) received in respect of the Turing Scheme to provide funding for international opportunities in education and training across the world.

6 Investment income	Consolidated		University	
	2025	2024	2025	2024
	£'000	£'000	£'000	£'000
Investment income on endowments (note 23)	48	76	48	76
Investment income on restricted funds (note 24)	2	283	2	1
Net credit on LGPS pension scheme (note 25)	87	61	87	61
Other investment income	5,917	7,048	5,725	6,967
	<b>6,054</b>	<b>7,468</b>	<b>5,862</b>	<b>7,105</b>

7 Donations and endowments	Consolidated		University	
	2025	2024	2025	2024
	£'000	£'000	£'000	£'000
New endowments	8	42	8	42
Donations with restrictions	2,052	1,450	2,052	1,450
Unrestricted donations	216	437	216	437
	<b>2,276</b>	<b>1,929</b>	<b>2,276</b>	<b>1,929</b>

8 Staff costs	Consolidated		University	
	2025	2024	2025	2024
	£'000	£'000	£'000	£'000
Salaries	173,095	163,355	167,208	157,806
Social security costs	18,069	15,499	17,562	15,111
Change in expected contribution to USS deficit recovery plan	-	(106,092)	-	(106,092)
Other pension costs	23,090	23,421	22,802	23,165
	<b>214,254</b>	<b>96,183</b>	<b>207,572</b>	<b>89,990</b>

	Consolidated	
	2025	2024
Average staff numbers by major category :		
Academic	815	804
Teaching and scholarship	225	236
Research	281	281
Management & specialist	812	777
Technical	199	203
Other	1,306	1,318
	<b>3,638</b>	<b>3,619</b>

During the year the Group paid a total of £1,876,000 to 137 employees for compensation for loss of office (2024: £287,000 to 74 employees).

# NOTES TO THE FINANCIAL STATEMENTS

Year ended 31 July 2025

## 8 Staff costs (continued)

### Governance

Remuneration for senior staff at the University (i.e. those on grade 9) is governed by the Remuneration Committee, which reports to Council. The Committee comprises three lay members of Council and is chaired by the Senior Pro Chancellor and Chair of Council. An alternative lay Pro Chancellor chairs the meeting while the Vice-Chancellor's pay is being considered. The Chair may invite the Vice-Chancellor and Deputy Vice-Chancellor to attend part of the meeting to share information related to the remuneration of senior staff who report through them. The Vice-Chancellor and Deputy Vice-Chancellor will never be asked to attend for any discussion about, or decision on, their own remuneration. In considering the appropriate reward for the senior officers, Remuneration Committee will ensure that the reward arrangements set out by the University are applied consistently and fairly to this group of staff. Remuneration Committee will also consider the following:

- The institution's performance against the University Strategy and its strategic ambitions
- The size and complexity of the organisation
- The external market and the University's performance against its competitors
- The University's success (or otherwise) in attracting and retaining the most talented people at the highest level
- University and Colleges Employer Association's Senior Staff Remuneration Survey with a particular focus on Russell Group institutions
- Committee of University Chairs' Vice-Chancellor Salary Survey with a particular focus on Russell Group institutions

### Performance assessment

The University's Performance and Development Review (PDR) system provides a robust basis for managing performance, developing staff and helping to inform remuneration decisions.

In considering the performance of the Vice-Chancellor the achievements of the University are also considered and the University has had another very successful year. Achievements include:

- 7th out of 130 UK Universities in the Complete University Guide 2026
- British Universities and Colleges Sport (BUCS) overall title for an incredible 44th consecutive year
- 10th in the Guardian League Table 2025
- 10th out of 134 UK Universities in the Times and Sunday Times University Guide 2025
- 1st in the 2025 StudentCrowd Awards for Best University Campus and Facilities 2025

### Salary benchmarking

The Vice-Chancellor's pay was reviewed in relation to the data provided by the UCEA Senior Staff Salary Survey and the CUC Salary Survey. The Committee approved the Chair of Council's recommendation that the Vice Chancellor should receive an increase in line with the national pay award.

The Executive Team's pay was reviewed in relation to the data available through the UCEA Senior Staff Salary Survey. The Committee approved the Vice-Chancellor's recommendation that given the current financial climate, no additional performance awards would be made this year, which was not a reflection on individual performance. Those in post on 1st August 2025 received an increase in line with the national pay award only.

### Key management personnel

Key management personnel are those persons having authority and responsibility for planning, directing and controlling the activities of the University. Staff costs includes compensation paid to key management personnel.

The University considers its key management personnel to be the following seven members of staff: the Vice-Chancellor; Deputy Vice-Chancellor; Pro Vice-Chancellor (Research and Innovation); Pro Vice-Chancellor (Education and Student Experience); Pro Vice-Chancellor (Sport); Chief Operating Officer; Chief Financial Officer. Key management personnel compensation excludes amounts paid to the Vice-Chancellor whose remuneration is disclosed below.

	2025	2024
	£'000	£'000
<b>Key management personnel compensation</b>	<b>1,355</b>	1,200
<b>Emoluments of the Vice-Chancellor</b>	<b>£</b>	<b>£</b>
Basic salary	328,355	324,450
Payment in lieu of pension contributions to USS	41,865	42,526
	<b>370,220</b>	366,976

# NOTES TO THE FINANCIAL STATEMENTS

Year ended 31 July 2025

## 8 Staff costs (continued)

**Pay multiple:** Loughborough University is a campus University, operating retail and catering outlets and maintaining significant University-owned student accommodation. The University retains many in-house support services that have been outsourced at other institutions, for example cleaning, catering, security or facilities management functions. The University has also included in its calculations a significant number of staff who will have received remuneration during the year on the basis of atypical claims contracts. These factors may adjust downwards the median salary of staff compared to other institutions and pay multiples should be considered carefully in that context.

The pay multiple is calculated using two measures: basic salary and total remuneration. In each case the figure for the Vice-Chancellor is compared to the equivalent figure paid by the University to its staff.

	2025	2024
<b>Basic Salary</b>	<b>11.3</b>	11.6
<b>Total Remuneration</b>	<b>10.3</b>	10.7

### Salary bandings of higher paid staff

The full-time equivalent basic salary of higher paid staff (including the Vice-Chancellor), excluding employer's pension contributions, was within the ranges set out below. The full-time equivalent basic salary is calculated prior to any adjustment for salary sacrifice and includes market supplements but excludes bonuses, allowances, clinical excellence awards and other such payments. Where all or a proportion of salary is reimbursed by another body only any portion paid by or charged to the University is disclosed. Only staff members who were in position as at 31st July have been included in the below table:

	2025	2024
£100,000 to £104,999	8	10
£105,000 to £109,999	13	10
£110,000 to £114,999	6	2
£115,000 to £119,999	1	2
£120,000 to £124,999	4	6
£125,000 to £129,999	7	6
£130,000 to £134,999	5	8
£135,000 to £139,999	7	3
£140,000 to £144,999	1	2
£145,000 to £149,999	1	2
£155,000 to £159,999	1	1
£160,000 to £164,999	2	1
£170,000 to £174,999	-	1
£175,000 to £179,999	1	1
£180,000 to £184,999	1	1
£185,000 to £189,999	-	2
£190,000 to £194,999	1	-
£200,000 to £204,999	1	-
£215,000 to £219,999	2	2
£320,000 to £324,999	-	1
£325,000 to £329,999	1	-
	<b>63</b>	<b>61</b>

## 9 Interest and other finance costs

	Consolidated		University	
	2025	2024	2025	2024
	£'000	£'000	£'000	£'000
Loan interest	2,737	2,966	2,722	2,945
Finance lease interest (incl. service concession finance charge)	396	399	396	399
Finance charge on USS pension provision	-	2,437	-	2,437
	<b>3,133</b>	<b>5,802</b>	<b>3,118</b>	<b>5,781</b>

## NOTES TO THE FINANCIAL STATEMENTS

Year ended 31 July 2025

10 Analysis of total expenditure by activity	Consolidated		University	
	2025 £'000	2024 £'000	2025 £'000	2024 £'000
Academic and related expenditure	125,969	120,162	126,516	120,779
Academic services	40,409	38,008	39,853	37,390
Administration and central services	44,033	38,378	44,167	38,504
Premises (including service concession costs)	55,507	59,706	55,510	59,706
Residences, catering and conferences	43,653	38,631	33,102	29,727
Research grants and contracts	41,649	34,963	41,649	34,963
Staff and student facilities	40,322	37,144	39,542	36,535
Movement in pension provision	(3,896)	(109,052)	(3,896)	(109,052)
Other operating expenses	3,299	3,304	3,043	3,045
	<b>390,945</b>	<b>261,244</b>	<b>379,486</b>	<b>251,597</b>

### Other operating expenses include:

External auditor's remuneration in respect of audit services	223	217	175	171
External auditor's remuneration in respect of non-audit services	14	103	14	103
Operating lease rentals:				
Land and Buildings	1,234	1,053	1,234	1,053

11 Access and Participation	Consolidated		University	
	2025 £'000	2024 £'000	2025 £'000	2024 £'000
Access Investment	2,513	2,574	2,513	2,574
Financial Support	3,700	3,829	3,700	3,829
Disability Support	1,590	1,537	1,590	1,537
Research and Evaluation	275	300	275	300
	<b>8,078</b>	<b>8,240</b>	<b>8,078</b>	<b>8,240</b>

Note 8, Staff costs, includes elements of the above values: Access Investment £995,114 (2024: £990,570); Disability Support £1,281,348 (2024: £1,089,729) and Research and Evaluation £236,165 (2024: £274,739).

Investment in Access and Participation for the year was marginally different to the original APP plan, with reportable spend showing a 9.1% (2024: 6.2%) variance to plan (lower levels of spend compared to plan). Financial Support is significantly lower due to a lower student intake overall along with less students meeting the criteria than expected in the original plan.

The University's published access and participation plan can be accessed at: [www.lboro.ac.uk/study/access-participation/](http://www.lboro.ac.uk/study/access-participation/)

12 Taxation	Consolidated		University	
	2025 £'000	2024 £'000	2025 £'000	2024 £'000
<b>Recognised in the Statement of Comprehensive Income and Expenditure</b>				
<b>Current tax</b>				
Current tax expense	3	-	-	-
Adjustment in respect of previous years	-	-	-	-
<b>Current tax expense</b>	<b>3</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Deferred tax</b>				
Origination and reversal of timing differences	187	143	-	-
<b>Deferred tax expense</b>	<b>187</b>	<b>143</b>	<b>-</b>	<b>-</b>
<b>Total tax expense</b>	<b>190</b>	<b>143</b>	<b>-</b>	<b>-</b>

## NOTES TO THE FINANCIAL STATEMENTS

Year ended 31 July 2025

13 Fixed assets	Freehold Land and Buildings		Leasehold Improvements	Service concession Land and Buildings (note 15)	Fixtures, Fittings, Plant and Machinery	Assets in the Course of Construction	Total
	£'000	£'000					
<b>Consolidated</b>							
<b>Cost</b>							
At 1 August 2024	519,320	7,563	10,691	302,953	12,533		853,060
Additions	1,483	-	-	19,293	13,852		34,628
Transfers	2,105	-	-	8,225	(11,625)		(1,295)
Disposals	(19)	-	-	(10,761)	(267)		(11,047)
<b>At 31 July 2025</b>	<b>522,889</b>	<b>7,563</b>	<b>10,691</b>	<b>319,710</b>	<b>14,493</b>		<b>875,346</b>
<b>Depreciation</b>							
At 1 August 2024	194,888	2,619	5,092	174,038	-		376,637
Charge for the year	11,520	304	430	20,561	-		32,815
Transfers	(642)	-	-	-	-		(642)
Disposals	(19)	-	-	(10,663)	-		(10,682)
<b>At 31 July 2025</b>	<b>205,747</b>	<b>2,923</b>	<b>5,522</b>	<b>183,936</b>	<b>-</b>		<b>398,128</b>
<b>Net book value</b>							
<b>At 31 July 2025</b>	<b>317,142</b>	<b>4,640</b>	<b>5,169</b>	<b>135,774</b>	<b>14,493</b>		<b>477,218</b>
At 31 July 2024	324,432	4,944	5,599	128,915	12,533		476,423

University	Freehold Land and Buildings		Leasehold Improvements	Service concession Land and Buildings (note 15)	Fixtures, Fittings, Plant and Machinery	Assets in the Course of Construction	Total
	£'000	£'000					
<b>Cost</b>							
At 1 August 2024	512,458	7,563	10,691	292,276	10,300		833,288
Additions	1,469	-	-	18,317	13,815		33,601
Transfers	413	-	-	7,684	(9,392)		(1,295)
Disposals	-	-	-	(10,570)	(267)		(10,837)
<b>At 31 July 2025</b>	<b>514,340</b>	<b>7,563</b>	<b>10,691</b>	<b>307,707</b>	<b>14,456</b>		<b>854,757</b>
<b>Depreciation</b>							
At 1 August 2024	187,326	2,619	5,092	168,741	-		363,778
Charge for the year	11,189	304	430	19,618	-		31,541
Transfers	(642)	-	-	-	-		(642)
Disposals	-	-	-	(10,473)	-		(10,473)
Impairment	-	-	-	-	-		-
<b>At 31 July 2025</b>	<b>197,873</b>	<b>2,923</b>	<b>5,522</b>	<b>177,886</b>	<b>-</b>		<b>384,204</b>
<b>Net book value</b>							
<b>At 31 July 2025</b>	<b>316,467</b>	<b>4,640</b>	<b>5,169</b>	<b>129,821</b>	<b>14,456</b>		<b>470,553</b>
At 31 July 2024	325,132	4,944	5,599	123,535	10,300		469,510

At 31 July 2025, freehold land and buildings included £91,292,000 (2024: £91,292,000) in respect of freehold land which is not depreciated.

In accordance with the terms and conditions of funding with OfS, OfS has the right but not the obligation to demand repayment of Exchequer interest in the event of the University ceasing to be designated to be eligible for OfS funding or becoming insolvent.

The Exchequer interest at 31 July 2025 was £17,748,000 (2024: £19,834,000).

## NOTES TO THE FINANCIAL STATEMENTS

Year ended 31 July 2025

14 Heritage assets	Consolidated	University
	£'000	£'000
<b>Cost and net book value</b>		
At 1 August 2024	1,165	1,165
<b>At 31 July 2025</b>	<b>1,165</b>	<b>1,165</b>

The University's heritage assets consist of works of art such as paintings, vases, trophies, medals and sculptures. They were last valued in 2012 by an independent chartered valuer at agreed insurance valuations.

### 15 Service concession arrangements

The University has one arrangement where service delivery has commenced that has been recognised on the Statement of Financial Position.

#### Movement in service concession arrangement assets and liabilities

The total asset values included in the Statement of Financial Position as at 31 July 2025 were £5,169,000 (2024: £5,599,000). The reduction of £430,000 during the year was as a result of depreciation.

The total liabilities relating to the service concessions included in the Statement of Financial Position as at 31 July 2025 were £7,135,000 (2024: £7,505,000). The reduction of £370,000 during the year was the result of repayments totalling £633,000 being repaid during the year with a finance charge of £263,000 incurred.

#### Future commitments

The following table analyses the University's future commitments in relation to service concession arrangements.

	Payable in <1 year	Payable in 2-5 years	Payable in >5 years	Total
	£'000	£'000	£'000	£'000
Liability repayments	649	2,762	5,539	8,950
Less: future finance charges	(250)	(848)	(717)	(1,815)
<b>Present value of service concession agreement obligations</b>	<b>399</b>	<b>1,914</b>	<b>4,822</b>	<b>7,135</b>

The notes below give more information on the University's current service concession arrangements:

#### a) Service concession arrangements on the Statement of Financial Position

In March 2002, the University entered into a 35 year contract with a third party provider for the provision and maintenance of student accommodation. The assets and liabilities relating to this scheme are recognised on the University's Statement of Financial Position. Service commenced on 1 August 2002 and the contract will finish on 31 July 2037. The University has the right to renew the nominations agreement for the life of the 99 year head lease. The University has an annual occupancy guarantee amounting to committed annual payments for the year of £633,000 (2024: £617,000) recorded within other operating expenses.

#### b) Other service concession arrangements not recognised on the Statement of Financial Position

In June 2007, the University entered into an agreement with a third party for the provision and maintenance of student accommodation. The agreement expires in 2044 and includes an option to receive the reversionary interest at nil consideration at the expiry date. The University has no minimum guaranteed payment and therefore no asset and liability to recognise on the Statement of Financial Position.

## NOTES TO THE FINANCIAL STATEMENTS

Year ended 31 July 2025

16 Non-current investments						
Consolidated	Investment in subsidiary companies	Subsidiary investment in spinouts	Investment properties	Long term loans receivable	Other non- current asset investments	Total
	£'000	£'000	£'000	£'000	£'000	£'000
<b>At 1 August 2024</b>	-	147	15,568	546	2,694	<b>18,955</b>
Additions	-	99	-	3,230	110	<b>3,439</b>
Disposals	-	-	-	(100)	(29)	<b>(129)</b>
Transfers	-	-	652	(177)	-	<b>475</b>
Movement in fair value	-	-	398	-	104	<b>502</b>
<b>At 31 July 2025</b>	<b>-</b>	<b>246</b>	<b>16,618</b>	<b>3,499</b>	<b>2,879</b>	<b>23,242</b>

University	Investment in subsidiary companies	Subsidiary investment in spinouts	Investment properties	Long term loans receivable	Other non- current asset investments	Total
	£'000	£'000	£'000	£'000	£'000	£'000
<b>At 1 August 2024</b>	8,592	-	21,639	177	2,694	<b>33,102</b>
Additions	-	-	-	2,975	110	<b>3,085</b>
Disposals	-	-	-	-	(29)	<b>(29)</b>
Transfers	-	-	652	(177)	-	<b>475</b>
Movement in fair value	-	-	168	-	104	<b>272</b>
<b>At 31 July 2025</b>	<b>8,592</b>	<b>-</b>	<b>22,459</b>	<b>2,975</b>	<b>2,879</b>	<b>36,905</b>

Investment properties, which are all freehold land and buildings, were revalued to fair value at the end of the year based on a valuation undertaken by Avison Young, an independent valuer with recent experience in the location and class of the investment property being valued.

A market-based valuation for the assets, using available comparable information was adopted in determining the fair value. Investment valuations assume the continuing benefit of subsisting tenancies. There are no restrictions on the realisability of investment property.

If freehold land and buildings had not been revalued they would have been included with a carrying value of:

	Consolidated		University	
	2025	2024	2025	2024
	£'000	£'000	£'000	£'000
Carrying value of freehold land and buildings	<b>13,938</b>	14,454	<b>17,059</b>	17,832

## NOTES TO THE FINANCIAL STATEMENTS

Year ended 31 July 2025

17 Trade and other receivables	Consolidated		University	
	2025	2024	2025	2024
	£'000	£'000	£'000	£'000
<b>Amounts falling due within one year:</b>				
Research grants receivables	9,075	11,455	9,075	11,455
Other trade receivables	16,759	22,542	15,315	20,085
Derivatives	600	1,200	600	1,200
Prepayments and accrued income	13,572	10,693	13,023	10,511
Amounts due from subsidiary companies	-	-	1,513	2,148
	<b>40,006</b>	<b>45,890</b>	<b>39,526</b>	<b>45,399</b>

Amounts due from subsidiary companies are non-interest bearing and are repayable on demand.

18 Current investments	Consolidated		University	
	2025	2024	2025	2024
	£'000	£'000	£'000	£'000
Short term deposits	65,000	91,000	65,000	91,000
Short term loans receivable	178	-	178	-
	<b>65,178</b>	<b>91,000</b>	<b>65,178</b>	<b>91,000</b>

19 Creditors : Amounts falling due within one year	Consolidated		University	
	2025	2024	2025	2024
	£'000	£'000	£'000	£'000
Unsecured loans	5,613	5,501	5,613	5,501
Service concession arrangements (Note 15)	399	370	399	370
Trade payables	16,524	15,394	15,472	13,966
Social security and other taxation payable	6,056	4,525	5,454	4,509
Accruals and deferred income	38,347	49,851	37,487	48,506
Amounts due to subsidiary companies	-	-	2,205	2,735
	<b>66,939</b>	<b>75,641</b>	<b>66,630</b>	<b>75,587</b>

Amounts due to subsidiary companies are non-interest bearing and are repayable on demand.

### Deferred income

Accruals and deferred income includes the following items of income which have been deferred until specific performance related conditions have been met.

Donations	948	116	948	116
Research grants received on account	13,272	20,373	13,272	20,373
Grant income	2,008	9,312	2,008	9,312
Other income	7,101	5,265	7,101	5,265
	<b>23,329</b>	<b>35,066</b>	<b>23,329</b>	<b>35,066</b>

20 Creditors : Amounts falling due after more than one year	Consolidated		University	
	2025	2024	2025	2024
	£'000	£'000	£'000	£'000
Service concession liabilities due after one year (Note 15)	6,736	7,135	6,736	7,135
Unsecured loans	76,609	82,221	76,609	82,221
Other creditors	884	995	884	995
	<b>84,229</b>	<b>90,351</b>	<b>84,229</b>	<b>90,351</b>

## NOTES TO THE FINANCIAL STATEMENTS

Year ended 31 July 2025

20 Creditors : Amounts falling due after more than one year (continued)	Consolidated		University	
	2025	2024	2025	2024
	£'000	£'000	£'000	£'000
Analysis of unsecured loans:				
Due between one and two years	5,733	5,613	5,733	5,613
Due between two and five years	17,953	17,567	17,953	17,567
Due in five years or more	52,922	59,041	52,922	59,041
<b>Due after more than one year</b>	<b>76,608</b>	<b>82,221</b>	<b>76,608</b>	<b>82,221</b>
<b>Due within one year or on demand (Note 19)</b>	<b>5,613</b>	<b>5,501</b>	<b>5,613</b>	<b>5,501</b>
<b>Total unsecured loans</b>	<b>82,221</b>	<b>87,722</b>	<b>82,221</b>	<b>87,722</b>
Unsecured loan repayable by 2035				
Unsecured fixed rate (4.46%) loan repayable by 2039	6,194	6,517	6,194	6,517
Unsecured fixed rate (3.17%) loan repayable by 2041	6,624	6,926	6,624	6,926
Unsecured fixed rate (3.26%) loan repayable by 2043	14,074	14,651	14,074	14,651
Unsecured fixed rate (2.47%) loan repayable by 2037	36,750	39,750	36,750	39,750
<b>Total unsecured loans</b>	<b>82,221</b>	<b>87,722</b>	<b>82,221</b>	<b>87,722</b>

Note on loan repayable by 2035: £10.0m of the loan is charged at 0.20% above base rate and the remaining balance is charged at a fixed rate of 3.48% (3.28% cost of funds plus 0.20% margin). This loan is repayable by instalments over the period to 10 December 2035.

### 21 Provisions for liabilities

Consolidated	Pension enhancements on retirement	Defined benefit obligations (Note 25)	Total pension provisions	Other Provisions including Deferred tax	
				£'000	£'000
At 1 August 2024	1,518	-	1,518	581	581
Utilised	(79)	7,101	7,022	-	-
Unwinding of discount factor	-	-	-	-	-
Additions and remeasurements	(367)	(7,101)	(7,468)	187	187
<b>At 31 July 2025</b>	<b>1,072</b>	<b>-</b>	<b>1,072</b>	<b>768</b>	<b>768</b>

University	Pension enhancements on retirement	Defined benefit obligations (Note 25)	Total pension provisions	Other Provisions including Deferred tax	
				£'000	£'000
At 1 August 2024	1,518	-	1,518	-	-
Utilised	(79)	7,101	7,022	-	-
Unwinding of discount factor	-	-	-	-	-
Additions and remeasurements	(367)	(7,101)	(7,468)	-	-
<b>At 31 July 2025</b>	<b>1,072</b>	<b>-</b>	<b>1,072</b>	<b>-</b>	<b>-</b>

**Pension enhancement on retirement:** The University has an obligation to make payments to a small number of pensioners in relation to a legacy pension enhancement agreement. The provision is calculated based on the University's best estimate of the future cash flows required to settle the obligation. The provision is not discounted as the time value of money is not material to the valuation. The assumptions in respect of life expectancy for calculating this provision are the same as those shown in note 25, however given the shorter duration of the expected cash flows inflation has been estimated at 2.26% (2024: 2.84%).

## NOTES TO THE FINANCIAL STATEMENTS

Year ended 31 July 2025

22 Financial instruments		Consolidated		University	
		2025 £'000	2024 £'000	2025 £'000	2024 £'000
<b>Financial assets</b>	Notes				
<b>Measured at fair value through income and expenditure</b>					
Investments in common investment funds		2,634	2,510	2,634	2,510
<b>Debt instruments measured at amortised cost</b>					
Long-term loans receivable	16	3,499	546	2,975	177
<b>Measured at undiscounted amount receivable</b>					
Trade and other receivables	17	25,834	33,997	25,903	33,688
<b>Equity instruments measured at cost less impairment</b>					
Non-current asset investments in unlisted equity instruments		491	332	245	185
		<b>32,458</b>	37,385	<b>31,757</b>	36,560
<b>Financial liabilities</b>					
<b>Measured at amortised cost</b>					
Loans payable	20	82,221	87,722	82,221	87,722
Obligations under service concession agreements	15	7,135	7,505	7,135	7,505
<b>Measured at undiscounted amount payable</b>					
Trade and other creditors	19	22,580	19,919	23,131	21,210
		<b>111,936</b>	115,146	<b>112,487</b>	116,437
<b>The Group's income, expense, gains and losses in respect of financial instruments are summarised below:</b>					
<b>Interest income/(expense)</b>					
Total interest income for financial assets at amortised cost	6	6,054	7,468	5,862	7,105
Total interest expense for financial liabilities at amortised cost	9	(3,133)	(3,365)	(3,118)	(3,344)
		<b>2,921</b>	4,103	<b>2,744</b>	3,761
<b>Fair value gains</b>					
On financial assets measured at fair value through income and expenditure	16	502	331	272	331
		<b>502</b>	331	<b>272</b>	331

## NOTES TO THE FINANCIAL STATEMENTS

Year ended 31 July 2025

23 Endowment reserves		Restricted permanent endowments		Restricted expendable endowments	
		2025 £'000	2024 £'000	2025 £'000	2024 £'000
<b>Consolidated</b>					
At 1 August 2024					
Capital		1,400	468	1,868	1,725
Accumulated income		462	212	674	605
		<b>1,862</b>	680	<b>2,542</b>	2,330
New endowments					
Investment income		8	-	8	42
Expenditure		35	13	48	76
Expenditure		(35)	(3)	(38)	(16)
Increase in market value of investments		77	21	98	110
<b>Total endowment comprehensive income for the year</b>		<b>85</b>	31	<b>116</b>	212
<b>At 31 July 2025</b>		<b>1,947</b>	711	<b>2,658</b>	2,542
<b>Represented by:</b>					
Capital		1,444	482	1,926	1,868
Accumulated income		503	229	732	674
		<b>1,947</b>	711	<b>2,658</b>	2,542
<b>University</b>					
At 1 August 2024					
Capital		1,400	468	1,868	1,725
Accumulated income		462	212	674	605
		<b>1,862</b>	680	<b>2,542</b>	2,330
New endowments					
Investment income		8	-	8	42
Expenditure		35	13	48	76
Expenditure		(35)	(3)	(38)	(16)
Increase in market value of investments		77	21	98	110
<b>Total endowment comprehensive income for the year</b>		<b>85</b>	31	<b>116</b>	212
<b>At 31 July 2025</b>		<b>1,947</b>	711	<b>2,658</b>	2,542
<b>Represented by:</b>					
Capital		1,444	482	1,926	1,868
Accumulated income		503	229	732	674
		<b>1,947</b>	711	<b>2,658</b>	2,542
<b>Analysis of consolidated funds by type of purpose:</b>					
Prizes and scholarships		1,146	275	1,421	1,361
Hardship funds		125	143	268	256
Travel awards and other		115	-	115	112
Lectures		-	293	293	279
Post and departmental support		561	-	561	534
		<b>1,947</b>	711	<b>2,658</b>	2,542
<b>Analysis of consolidated funds by asset:</b>					
Current and non-current asset investments				2,571	2,450
Cash & cash equivalents				87	92
				<b>2,658</b>	2,542

# NOTES TO THE FINANCIAL STATEMENTS

Year ended 31 July 2025

24 Restricted reserves						
Consolidated	Capital grants for restricted use assets	Other capital grants with restrictions	Restricted donations	Revenue grants with restrictions	2025	2024
	£'000	£'000	£'000	£'000	£'000	£'000
At 1 August 2024	56,794	-	5,257	178	62,229	63,848
Grant income	-	6,258	-	54,708	60,966	51,302
Donation income	-	-	2,037	-	2,037	1,466
Investment income	-	-	2	-	2	1
Capital grants with expired use restrictions	(1,920)	-	-	-	(1,920)	(490)
Expenditure	-	(6,258)	(1,425)	(54,708)	(62,391)	(53,901)
Increase in market value of investments	-	-	2	-	2	3
Total restricted comprehensive income for the year	(1,920)	-	616	-	(1,304)	(1,619)
<b>At 31 July 2025</b>	<b>54,874</b>	<b>-</b>	<b>5,873</b>	<b>178</b>	<b>60,925</b>	<b>62,229</b>

## Analysis of consolidated donations with restrictions by type of purpose:

	2025	2024
	£'000	£'000
Post and departmental support	974	1,084
Prize funds	13	23
Other	4,886	4,150
	<b>5,873</b>	<b>5,257</b>

University	Capital grants for restricted use assets	Other capital grants with restrictions	Restricted donations	Revenue grants with restrictions	2025	2024
	£'000	£'000	£'000	£'000	£'000	£'000
At 1 August 2024	56,794	-	5,257	178	62,229	63,848
Grant income	-	6,258	-	54,708	60,966	51,302
Donation income	-	-	2,037	-	2,037	1,466
Investment income	-	-	2	-	2	1
Capital grants with expired use restrictions	(1,920)	-	-	-	(1,920)	(490)
Expenditure	-	(6,258)	(1,425)	(54,708)	(62,391)	(53,901)
Increase in market value of investments	-	-	2	-	2	3
Total restricted comprehensive income for the year	(1,920)	-	616	-	(1,304)	(1,619)
<b>At 31 July 2025</b>	<b>54,874</b>	<b>-</b>	<b>5,873</b>	<b>178</b>	<b>60,925</b>	<b>62,229</b>

# NOTES TO THE FINANCIAL STATEMENTS

Year ended 31 July 2025

25 Pension schemes		
Different categories of staff were eligible to join one of three different schemes:		
<ul style="list-style-type: none"> <li>Universities Superannuation Scheme (USS)</li> <li>The Local Government Pension Scheme (LGPS) which is administered by Leicestershire County Council</li> <li>The Teachers' Pension Scheme (TPS)</li> </ul>		
The total charge to the consolidated income and expenditure account (excluding finance expense) is noted below.		
	2025	2024
	£'000	£'000
Contributions paid to USS (excluding amounts paid under the USS deficit recovery plan)	17,244	16,890
Movement on USS provision	-	(106,092)
	<b>17,244</b>	<b>(89,202)</b>
LGPS	5,831	6,209
Other pension schemes	14	322
	<b>23,089</b>	<b>(82,671)</b>

## (i) The Universities Superannuation Scheme (USS)

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. Surpluses or deficits which arise at future valuations may impact on the University's future contribution commitments. A deficit may require additional funding in the form of higher contribution requirements, whereas a surplus could, perhaps, be used to similarly reduce contribution requirements.

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 USS 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 £73.1 billion and the value of the scheme's technical provisions was £65.7 billion indicating a surplus of £7.4 billion 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 ([uss.co.uk/about-us/valuation-and-funding/statement-of-funding-principles](http://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 2023, 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 (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

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:

### Mortality base table

Mortality base table

Future improvements to mortality

### 2023 valuation

101% of S2PMA "light" for males and 95% of S3PFA for females

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

# NOTES TO THE FINANCIAL STATEMENTS

Year ended 31 July 2025

## 25 Pension schemes (continued)

### (ii) Local Government Pension Scheme (LGPS)

LGPS is valued every three years by professionally qualified independent actuaries using the projected unit method, the rates of contribution payable are determined on the advice of the actuaries. In the intervening years, the LGPS actuary reviews the progress of the LGPS scheme.

For LGPS, the actuary has indicated in the 2022 valuation that the resources of the scheme are likely, in the normal course of events, to meet the liabilities as they fall due at the level specified by the LGPS Regulations.

Under the definitions set out in FRS102, the LGPS is a multi-employer defined benefit pension scheme. In the case of the LGPS, the actuary of the scheme has identified the University's share of its assets and liabilities as at 31 July 2025.

On 25 July 2024, the Court of Appeal dismissed the appeal in the case of Virgin Media Limited v NTL Pension Trustees II Limited and others. The appeal was brought by Virgin Media Ltd against aspects of the High Court's ruling handed down in June 2023 relating to the validity of certain historical pension changes due to the lack of actuarial confirmation required by law. The Court of Appeal upheld the High Court's ruling. The ruling may have implications for other UK defined benefit plans. It is understood this would apply to the LGPS and HM Treasury is currently assessing the implications for all public service pension schemes. The Government has also announced its intention to intervene in this case, and therefore the University does not view there to be an obligation arising from this case.

Assumptions	2025	2024
The financial assumptions used to calculate scheme liabilities under FRS102 are:	%pa	%pa
Pension increase rate (CPI)	2.75	2.75
Salary increase rate (RPI)	3.25	3.25
Discount rate	5.80	5.00

The pension increase assumption is set in line with the Consumer Prices Index (CPI) assumption. As a market in CPI linked bonds does not exist, an estimate is used to calculate the long-term gap between RPI and CPI to derive a CPI assumption for accounting purposes. These CPI assumptions are then adjusted to reflect 9 months of observed CPI experience resulting in final standard CPI assumptions of 2.75% over all time durations. A 0.1% change in assumption results in a change of £3.2m to the Defined Benefit Obligation, sensitivity of the obligation to the principle assumptions are outlined under critical accounting judgements in the statement of principal accounting policies.

The most significant non-financial assumption is the assumed level of longevity. The table below shows the life expectancy assumptions used in the accounting assessments based on the life expectancy of male and female members at age 65 as at the latest Fund valuation date.

	Males	Females
Current pensioners	20.8 years	24.1 years
Future pensioners	21.4 years	25.4 years

Scheme assets and expected rate of return for LGPS	31 July 2025	31 July 2024
The assets in the scheme, measured at fair value, were:	£'000	£'000
Equities	129,526	115,590
Bonds	79,708	77,060
Property	14,945	13,599
Cash	24,909	20,398
<b>Total</b>	<b>249,088</b>	<b>226,647</b>

### Analysis of the amount shown in the Statement of Financial Position

Scheme assets	249,088	226,647
Scheme liabilities	(176,619)	(194,794)
Pension Surplus not recognised	(72,469)	(31,853)

### Deficit in the scheme

	-	-
--	---	---

### Analysis of the amount charged to staff costs within operating surplus

Current service cost	5,755	5,828
Past service costs (including curtailments)	76	381
<b>Total operating charge</b>	<b>5,831</b>	<b>6,209</b>

# NOTES TO THE FINANCIAL STATEMENTS

Year ended 31 July 2025

## 25 Pension schemes (continued)

	2025	2024
	£'000	£'000

### Analysis of the amount charged to interest payable

Interest cost on defined benefit obligation	9,755	9,424
Interest income on plan assets	(11,434)	(10,336)
Interest on the effect of the asset ceiling	1,592	851
<b>Net credit to interest and other finance costs</b>	<b>(87)</b>	<b>(61)</b>

### Analysis of other comprehensive income for LGPS

Return on assets excluding amounts included in net interest	6,578	9,855
Changes in financial assumptions	27,837	7,613
Changes in demographic assumptions	(878)	390
Other experience	1,871	(6,241)
Changes in the pension surplus not recognised	(39,024)	(14,158)
<b>Total other comprehensive income before deduction for tax</b>	<b>(3,616)</b>	<b>(2,541)</b>

### Analysis of movement in the present value of scheme liabilities

<b>Present value at the start of the year</b>	<b>194,794</b>	<b>186,095</b>
Current service cost	5,755	5,828
Past service cost including curtailment	76	381
Interest cost	9,755	9,424
Actual member contributions	2,170	2,034
Actuarial gain	(28,830)	(1,762)
Actual benefit payments	(7,101)	(7,206)
<b>Present value at the end of the year</b>	<b>176,619</b>	<b>194,794</b>

### Analysis of movement in the fair value of scheme assets

<b>Fair value of assets at the start of the year</b>	<b>226,647</b>	<b>202,939</b>
Interest income on plan assets	11,434	10,336
Actuarial gain on assets	6,578	9,855
Actual contributions paid by the University	9,360	8,689
Actual member contributions (including notional contributions)	2,170	2,034
Other experience	0	0
Actual benefit payments	(7,101)	(7,206)
<b>Fair value of scheme assets at the end of the year</b>	<b>249,088</b>	<b>226,647</b>

Actual gain on scheme assets in the year 18,012 20,191

LGPS assets do not include any of the University's own financial instruments or any property occupied by the University.

The estimated employer's contribution payable to LGPS in the financial year 2025/26 is £8,839,000.

In determining the valuation of the Leicestershire County Council Pension Fund, a number of key assumptions have been made. The key assumptions, (discount rate, inflation rate and life expectancy), are largely dependent on factors outside the control of the University.

The asset values are reported using estimated asset allocations prepared by the scheme Actuary. This asset value is calculated at each triennial valuation. Thereafter it is rolled forward to accounting dates using investment returns, contributions received, and benefits paid out. During each annual reporting period between triennial valuations, asset returns are estimated using 11 months of market experience and one month of extrapolation being assumed.

The University has determined the value of the asset ceiling as the difference between the projected service cost and current committed contributions payable. In line with FRS 102, the scheme surplus at 31 July 2025 has not been recognised, as it is not

### iii) Teachers' Pension Scheme

The Teachers' Pension Scheme (TPS or scheme) is a statutory, unfunded, defined benefit occupational scheme, governed by the Teachers' Pensions Regulations 2010 (as amended), and the Teachers' Pension Scheme Regulations 2014 (as amended). Although members may be employed by various bodies, their retirement and other pension benefits are set out in regulations made under the Superannuation Act (1972) and Public Service Pensions Act (2013) and are paid by public funds provided by Parliament. The TPS is an unfunded scheme and members contribute on a 'pay as you go' basis – contributions from members, along with those made by employers, are credited to the Exchequer under arrangements governed by the above Acts. As a result of the latest scheme valuation employer contributions were increased in April 2024 from a rate of 23.6 to 28.6%. Employers also pay a charge equivalent to 0.08% of pensionable salary costs to cover administration expenses.

A copy of the latest valuation report can be found in the following link:

<https://www.teacherspensions.co.uk/news/employers/2023/10/valuation-result.aspx>

## NOTES TO THE FINANCIAL STATEMENTS

Year ended 31 July 2025

### 26 Subsidiary undertakings

The University wholly owns or effectively controls the following subsidiary companies (all of which are registered in England and Wales with their registered office at Finance Office, Loughborough University, Loughborough, LE11 3TU):

Company name	Shareholding	Principal activity
Imago @ Loughborough Limited	100%	Market, sell and operate accommodation, catering and conference space located at Loughborough University.
Loughborough University Enterprises Limited	100%	Marketing of the expertise and facilities of the University in applicable specialist areas
Loughborough University Nursery Limited	100%	Provision of childcare services
Loughborough University Development Trust (non-trading)	Limited by guarantee	Promotion of the charitable purposes of the University

### 27 Associated undertakings

The Group has the following interests in associated undertakings:

Company name (registered office)	Shareholding	Principal activity
Myomakers Ltd (LUInc. Holywell Building, Holywell Way, Loughborough, LE11 3UZ)	23.5%	Provider of pre-clinical services in muscle biology testing
Hazid Technologies Limited (35 - 37 St Mary's Gate Lace Market, Nottingham, Nottinghamshire, NG1 1PU)	24.5%	Provider of 'Knowledge Engineering Software and Services to the Global Process Industries'
R3V Tech Ltd (LUInc. Holywell Building, Holywell Way, Loughborough, LE11 3UZ)	30.0%	Commercialisation of sustainable chemistry initiatives

The Group's share of the profit or loss for the year and the net assets of the associated undertaking is not material to these Financial Statements in either the current or prior year and has therefore been excluded from the consolidation.

The University has significant influence over East Midlands Institute of Technology and The Manufacturing Technology Centre Limited which are collaborations with other UK Universities. The University holds no investment in these companies as they are limited by guarantee with the University's liability limited to a maximum of £1.

### 28 Connected charitable institutions

One charitable institution (Loughborough University Development Trust) is administered by or on behalf of the University and has been established for its general or special purposes. As a result, under paragraph 28 of Schedule 3 to the Charities Act 2011, this connected institution is exempt from registration with the Charity Commission. This charity is included as a subsidiary undertaking in these consolidated financial statements and the movements in the year on the total funds of the connected institution, as reported in its own accounts, were as follows:

	Loughborough University Development Trust £'000
<b>At 1 August 2024</b>	-
Income	-
Transfers to Loughborough University	-
<b>At 31 July 2025</b>	-

On 31 July 2018 the assets and operations of Loughborough University Development Trust were transferred to Loughborough University and the Trust ceased to operate on the same date. Transactions shown above represent income received in relation to agreements entered into by the Trust prior to ceasing to trade and the subsequent transfer of these assets to Loughborough University.

## NOTES TO THE FINANCIAL STATEMENTS

Year ended 31 July 2025

### 29 Related party transactions

The University's Council members are the trustees for charitable law purposes. Due to the nature of the University's operations and the compositions of the Council, being drawn from local public and private sector organisations, it is inevitable that transactions will take place with organisations in which a member of the Council may have an interest. All transactions involving organisations in which a member of Council may have an interest, including those identified below, are conducted at arm's length and in accordance with the University's Financial Regulations and usual procurement procedures. All balances outstanding at the year-end are held on normal credit terms and do not carry any interest.

	2025 Income £'000	2025 Expenditure £'000	Balance due to the University at 31 July 2025 £'000	Balance due from the University at 31 July 2025 £'000
<b>Members of Council</b>				
British Paralympic Association	74	-	-	-
Deloitte LLP	1	(122)	-	(5)
Royal Society	1,041	(9)	22	(612)
Loughborough College	411	(182)	2	-
University of Leicester	1,125	(267)	696	(1)
<b>Senior members of the University</b>				
Chatham House	-	(55)	-	-
Football Association	72	-	12	-
Loughborough Students Union	1,151	(2,325)	2,986	(11)
LTA Operations Limited	1,733	(19)	-	-
<b>Associated undertakings</b>				
R3V Tech Ltd	-	-	100	-

The total expenses paid to or on behalf of 13 council members were £4,785 (2024: £4,900 to 16 council members). This represents travel and subsistence expenses incurred in attending Council, Committee meetings and any other events in their official capacity. The University Officers and Members of Council have also had access to the catering, sporting and other facilities of the University on terms which are available to all members of University staff.

The University has taken advantage of the exemption allowed by FRS102 not to disclose transactions between wholly owned group companies. No information has been listed above for organisations where income or expenditure is less than £50,000 in the current year.

	2024 Income £'000	2024 Expenditure £'000	Balance due to the University at 31 July 2024 £'000	Balance due from the University at 31 July 2024 £'000
<b>Members of Council</b>				
British Paralympic Association	116	-	20	-
Darktrace	150	-	-	-
East Midlands Institute of Technology	-	(57)	-	-
Engineering & Physical Sciences Research Council	12,155	-	2,103	-
Leicestershire County Council	108	(29)	32	-
Loughborough College	423	(205)	23	-
Loughborough Students Union	1,787	(2,059)	90	(1)
Royal Academy of Engineering	305	-	62	-
Royal Society	292	(1)	125	-
University of Leicester	300	(368)	203	(10)
<b>Senior members of the University</b>				
Charnwood Borough Council	1,780	(1,284)	-	(9)
LTA Operations Limited	1,646	(44)	150	(24)
East Midlands Institute of Technology	-	(57)	-	-
Football Association	60	-	21	-
Loughborough College	423	(205)	23	-
UK Research and Innovation	97	(7)	2	-
<b>Associated undertakings</b>				
Dineticq Limited	-	-	100	-

## NOTES TO THE FINANCIAL STATEMENTS

Year ended 31 July 2025

30 Consolidated reconciliation of net debt				
	At 1 August 2024	Cash flows	Non-cash changes	At 31 July 2025
	£'000	£'000	£'000	£'000
Cash in hand	41,173	14,807	-	55,980
Current investments	91,000	(26,000)	178	65,178
Debt due within one year	(5,871)	(112)	(29)	(6,012)
Debt due after one year	(89,356)	5,612	399	(83,345)
	36,946	(5,693)	548	31,801
Fixed investments	3,387	2,832	405	6,624
<b>Total</b>	<b>40,333</b>	<b>(2,861)</b>	<b>953</b>	<b>38,425</b>

31 Financial commitments	Consolidated		University	
	2025	2024	2025	2024
	£'000	£'000	£'000	£'000
Capital commitments contracted but not provided for	28,322	26,131	28,066	25,387

Total future minimum lease payments under non-cancellable operating leases are as follows:

Consolidated	Land and buildings	Plant and machinery	Other leases	2025	
				£'000	£'000
<b>Payable during the year</b>	1,234	282	1,702	3,218	3,588
<b>Future minimum lease payments due:</b>					
Not later than one year	1,286	349	2,135	3,770	2,279
Later than one year and not later than five years	10,245	529	202	10,976	5,468
Later than five years	-	-	-	-	1,441
<b>Total lease payments due</b>	<b>11,531</b>	<b>878</b>	<b>2,337</b>	<b>14,746</b>	<b>9,188</b>

University	Land and buildings	Plant and machinery	Other leases	2025	
				£'000	£'000
<b>Payable during the year</b>	1,234	165	1,702	3,101	3,515

<b>Future minimum lease payments due:</b>					
Not later than one year	1,286	309	2,135	3,730	2,220
Later than one year and not later than five years	10,245	497	202	10,944	5,466
Later than five years	-	-	-	-	1,441
<b>Total lease payments due</b>	<b>11,531</b>	<b>806</b>	<b>2,337</b>	<b>14,674</b>	<b>9,127</b>

Significant leases include the lease of the London campus (included in land and buildings), sports equipment (plant and machinery) and software licences (other).

## NOTES TO THE FINANCIAL STATEMENTS

Year ended 31 July 2025

32 Leases receivable	Consolidated		University	
	2025	2024	2025	2024
	£'000	£'000	£'000	£'000
At the reporting date, the following future minimum lease payments were receivable from tenants under operating leases for land and buildings plus minimum lease payments receivable from employees as part of the University electric vehicle salary sacrifice scheme:				
<b>Future minimum lease payments receivable:</b>				
Not later than one year	3,009	2,941	3,712	4,121
Later than one year and not later than five years	5,806	6,851	6,806	9,304
Later than five years	14,273	14,680	15,440	17,513
<b>Total lease payments receivable</b>	<b>23,088</b>	<b>24,472</b>	<b>25,958</b>	<b>30,938</b>

Significant leases include the lease of hotel and conferencing facilities to a subsidiary company, the lease of the student union building and leases to tenants of the University's Science and Enterprise Park.


### 33 Events after the reporting period


There are no events after the reporting period requiring disclosure.


Loughborough University  
Leicestershire LE11 3TU


T: +44 (0)1509 222 222  
E: [enquiries@lboro.ac.uk](mailto:enquiries@lboro.ac.uk)

[lboro.ac.uk](http://lboro.ac.uk)

 [@lborouniversity](https://twitter.com/lborouniversity)  
[@lborolondon](https://twitter.com/lborolondon)

 [/lborouniversity](https://www.facebook.com/lborouniversity)  
[/lborolondon](https://www.facebook.com/lborolondon)

 [/lborouniversity](https://www.youtube.com/lborouniversity)  
[/lborolondon](https://www.youtube.com/lborolondon)

 [/lborouniversity](https://www.instagram.com/lborouniversity)  
[/lborolondon](https://www.instagram.com/lborolondon)