



Financial Statements Benchmarking 2024/25

Outcome requested:	Finance and Investment Committee is invited to consider the Russell Group financial statements benchmarking for 2024/25.
Executive Summary:	<p>Early benchmarking has been completed taking high level information from the Russell Group (RG) institutions' published financial statements. Narratives and infographics on core financial measures and year-on-year change using the 2024/25 financial statements are included within this report.</p> <p>2024/25 saw a significant increase in restructuring costs in the Russell Group with total expenditure increasing to £181m (2023/24 £66m), 9 institutions reported spend of £10m or more, whilst 4 reported £1m or less. Queen Mary at £6m was on the median for the group. The scale of restructuring costs has necessitated the development of spend metrics that exclude them, in a similar way that movements on the USS provision have previously been excluded.</p> <p>Whilst historically the narrative has focussed on the relative rate and scale of change, results for 2024/25 show significant divergence in performance across the Russell Group, particularly in respect of Overseas Tuition Fees where some institutions saw significant increases and others significant decreases in income in the year.</p>
QMUL Strategy:	Financial sustainability
Internal/External regulatory/statutory reference points:	OfS and Research England regulatory requirements
Strategic Risks:	KPI 12 – Cash generation
Equality Impact Assessment:	Not applicable
Subject to prior and onward consideration by:	None
Confidential paper under FOIA/DPA	No
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Date:	26 February 2026
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The table below summarises all of the key metrics for Queen Mary from the 2024/25 financial statements with prior year and 2017/18 comparators. Those in bold are included in the benchmarking analysis that follows.

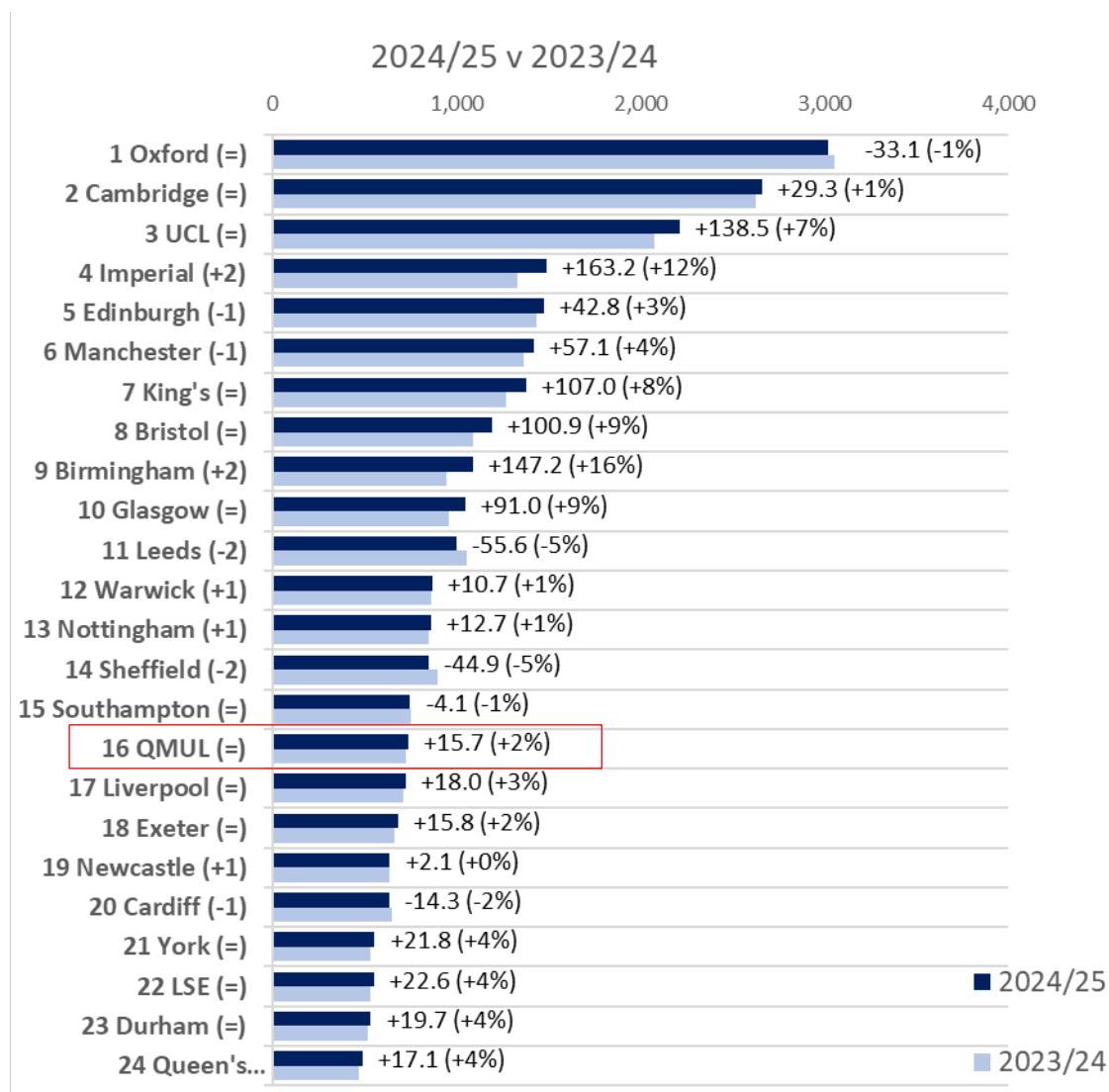
	2017/18	2023/24	2024/25	Change 17/18 to 24/25	Change 23/24 to 24/25
Total Tuition Fees £M	236.0	396.8	392.0	+66.1%	-1.2%
Tuition fees FT Home £M	120.1	143.4	138.1	+15.0%	-3.7%
Tuition fees FT Overseas £M	100.4	225.0	224.4	+123.6%	-0.3%
Total Funding body grants £M	71.5	86.9	90.1	+26.0%	+3.7%
Total research grants and contracts £M	107.0	147.2	161.1	+50.5%	+9.5%
Research Income % of Income	23.2	20.4	21.8	-1.3% pt	+1.5% pt
Investment income £M	0.5	21.9	20.7	+3851.3%	-5.2%
Total income £M	461.9	722.5	738.1	+59.8%	+2.2%
Staff costs (excl Severance and pension adj) £M	259.4	385.2	405.8	+56.4%	+5.4%
Staff Costs (excl Severance & Pens Adj) as % of Income	56.2	53.3	55.0	-2.1%	+3.1%
Restructuring costs £M		3.2	6.2	+0.0%	+96.8%
Other operating expenses £M	153.9	257.8	250.3	+96.4% pt	-7.5% pt
Total expenditure excl Pension Adj % Severance £M	451.2	686.6	695.8	+54.2%	+1.3%
Total Spend (excl Pens Adj & Severance) as % of Income	97.7	95.0	94.3	-3.4% pt	-0.8% pt
EBITDA £M	48.6	76.3	75.7	+55.9%	-0.8%
Cash and Short Term Deposits £M	20.9	359.9	321.4	+1434.5%	-10.7%
Liquidity Days	18.3	200.9	176.8	+158 days	-24 days
Cashflow from operations £M	44.3	43.3	43.9	-0.9%	+1.4%
Cashflow from operations as % Income	9.6	6.0	6.0	-3.6% pt	-0.0% pt
Staff FTE	4,074	5,280	5,434	+33.4%	+2.9%
Income per FTE (£000)	113.4	136.8	135.8	+19.8%	-0.7%
Average Cost per FTE (£000)	63.7	73.0	74.7	+17.3%	+2.4%

A summary of the benchmarking is provided below with additional detail in the Appendices. Median % changes represent the median of the % changes across the RG and not the % change in the median.

1. Total Income £M

	17/18	23/24	24/25	%	%	Rank	Rank	Rank
				change	change	17/18	23/24	24/25
QMUL	461.9	722.5	738.1	59.8%	2.2%	19	16	16
Median	644.7	877.5	866.4	42.1%	2.8%			

Queen Mary was 16th in the RG in 2024/25 when ranked by total turnover, the same position as the previous year. Median income growth in 24/25 for the Russell Group was +2.8%, Queen Mary was slightly behind this at +2.2%. Since the start of the Strategy 2030 period (measured by comparison to the 2017/18 financial year) Queen Mary's total income has increased by 59.8%, compared to the median growth of the Russell Group as a whole of 42.1%. Imperial (driven by research income) and Birmingham (driven by tuition fees) reported significant income growth in year, whilst Leeds, Sheffield and Cardiff all saw income decline.



Note: data labels show £M change and % change v 2023/24

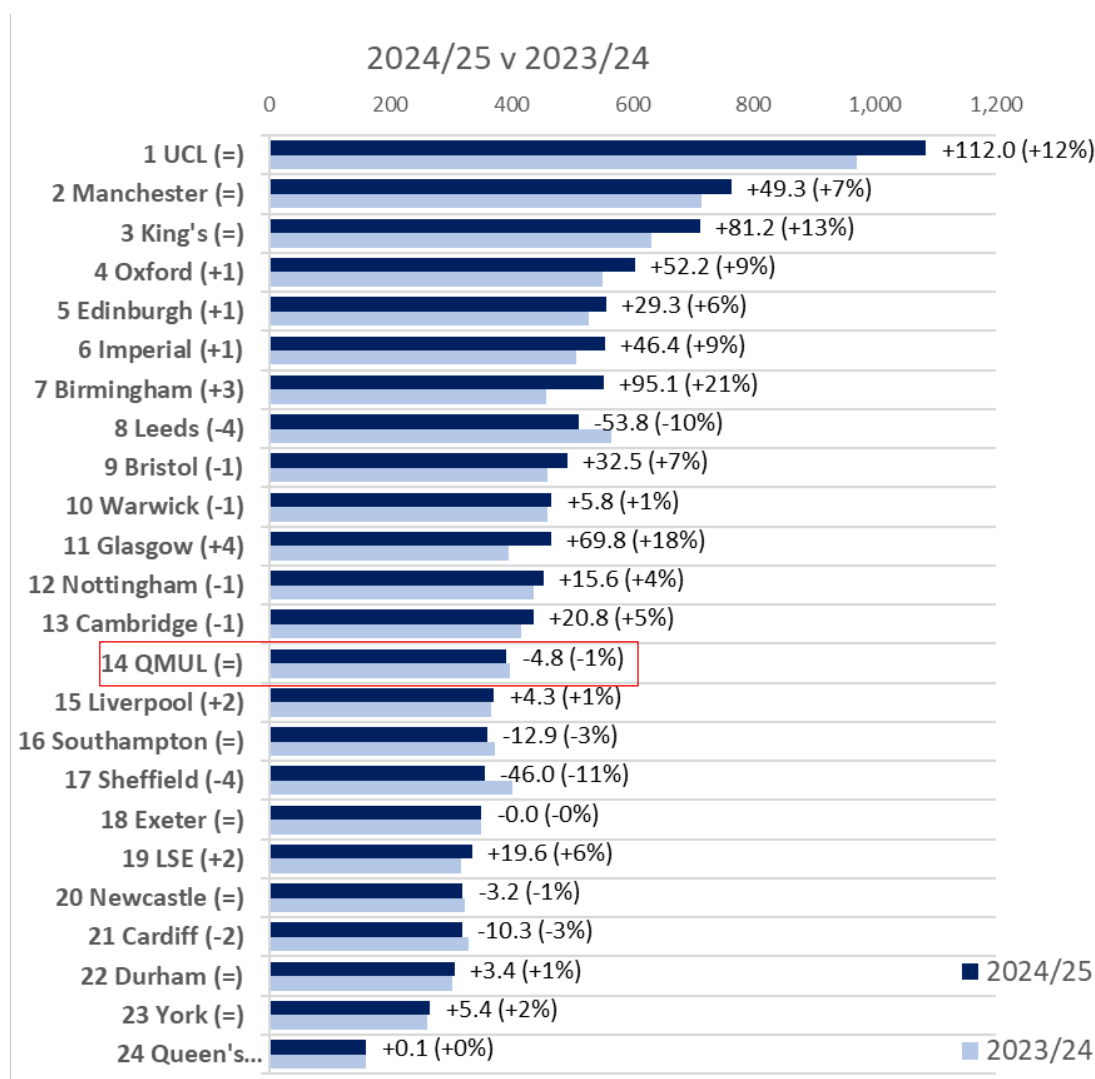
2. Tuition Fee Income

	17/18	23/24	24/25	% change		Rank	Rank	Rank
				v 17/18	v 23/24	17/18	23/24	24/25
QMUL	236.0	396.8	392.0	66.1%	-1.2%	18	14	14
Median	291.5	408.6	444.6	54.8%	2.8%			

Queen Mary was 14th in the RG in 24/25 when ranked by total tuition fee income, the same position as the previous year. Tuition fee income for the Russell Group in the year was up 4.8%, the median growth is 3.9%. Growth amongst the larger providers was particularly strong, whereas smaller providers generally saw more sluggish growth. Queen Mary's tuition fee income reduced year-on-year by 1.2%. This has been an area of focus going into the current year (2025/26) where we took a different approach and decided to grow UG numbers (significantly exceeding target whilst maintaining quality) to mitigate the effect of reduced PGT numbers.

Year on year changes varied significantly across the Russell Group, with Leeds and Sheffield reporting significant year-on-year reductions, whilst UCL, King's, Birmingham and Glasgow were able to grow tuition fee income significantly.

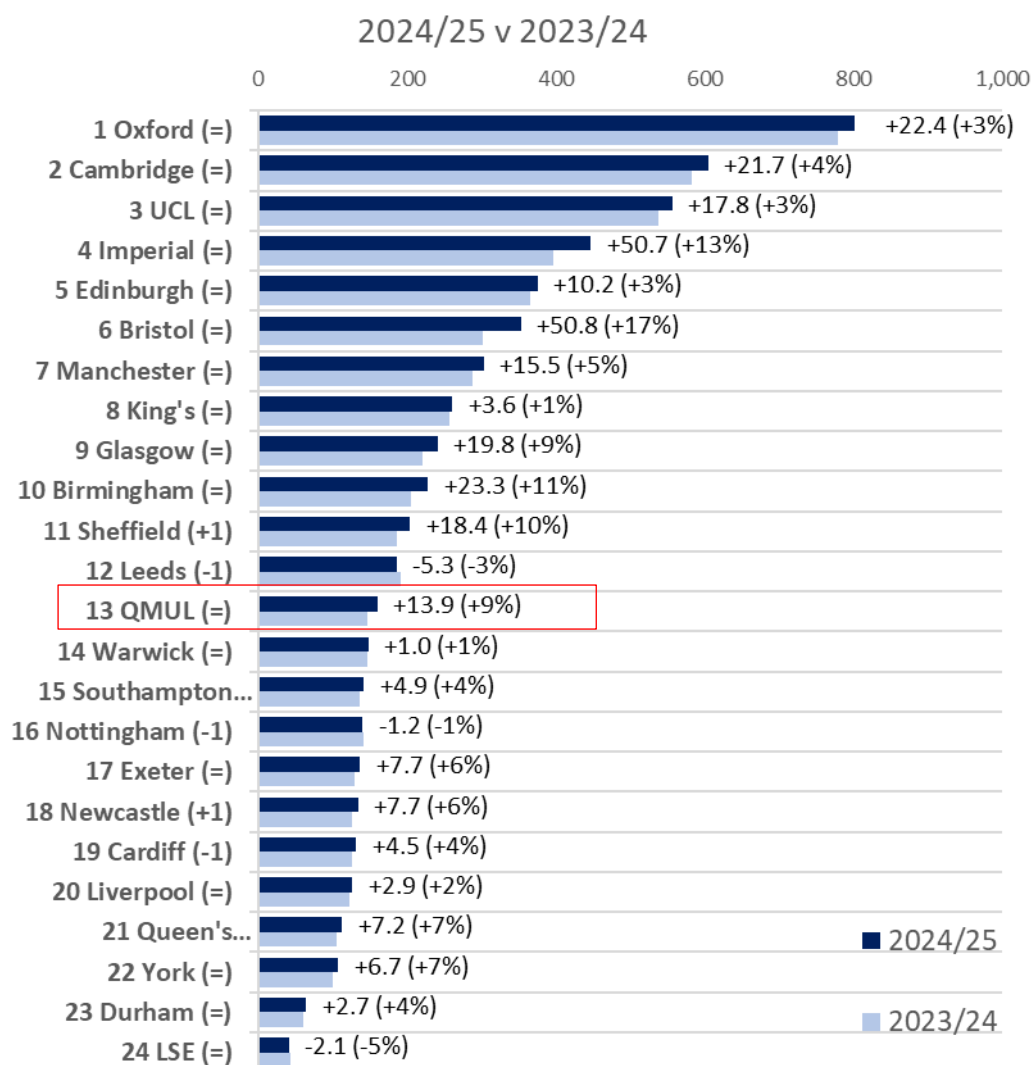
Additional analysis of Home and Overseas income is included in Appendix 1.



3. Research Income £M

	17/18	23/24	24/25	% change		Rank 17/18	Rank 23/24	Rank 24/25
				v 17/18	v 23/24			
QMUL	107.0	147.2	161.1	50.5%	9.5%	17	13	13
Median	130.4	166.5	173.3	23.6%	4.1%			

Queen Mary was 13th in the RG in 24/25 for total research income. Growth in research income of 9.5% was significantly ahead of the RG median of 4.1%. Bristol saw significant year on year growth in income driven by the Isambard AI contract which grew to £111m from £77m in 2023/24. Excluding this, Bristol's research income grew by 7%.

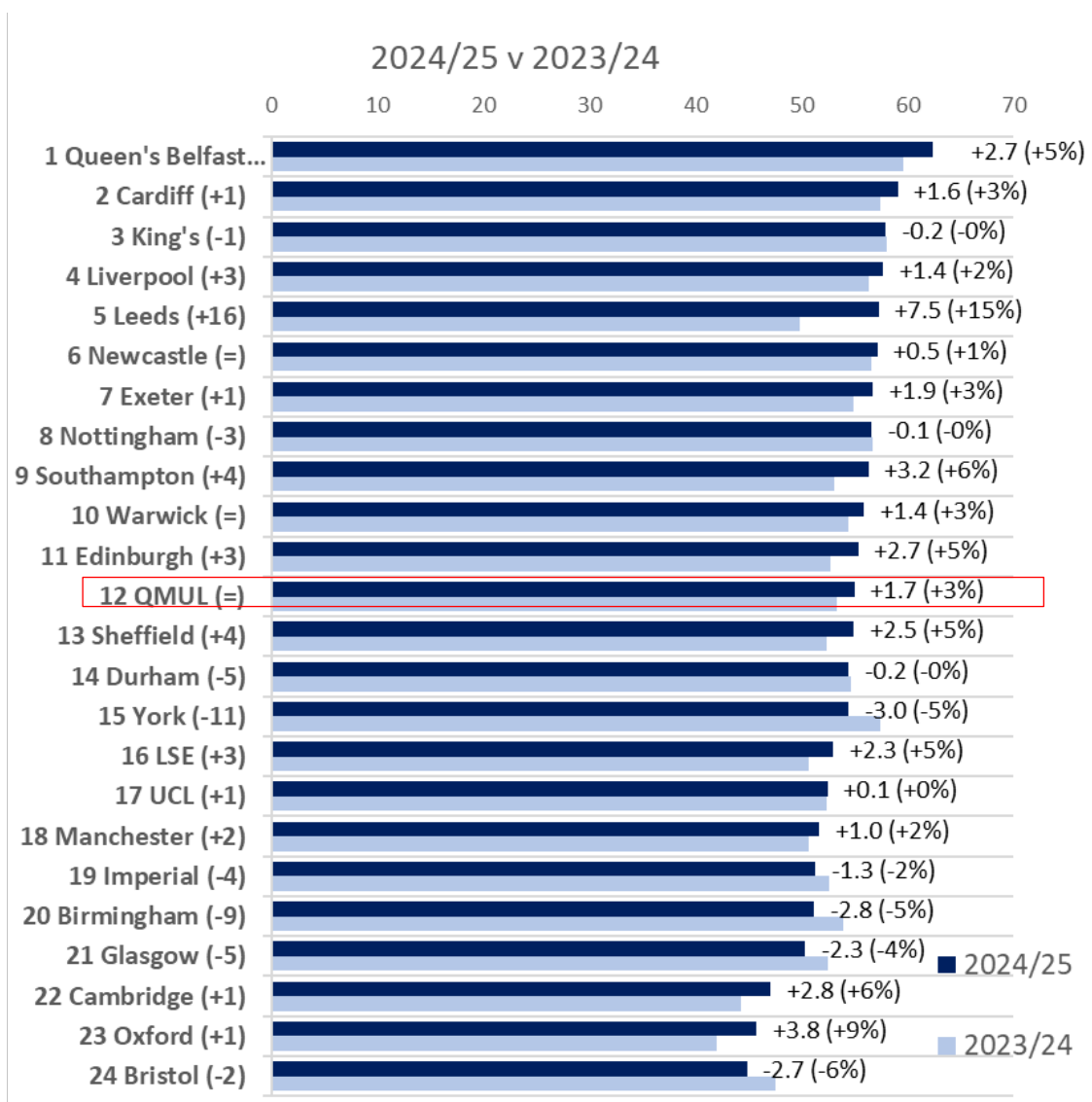


4. Staff Costs as a % of Income

Staff Costs (excl Severance & Pens Adj) as % of Income

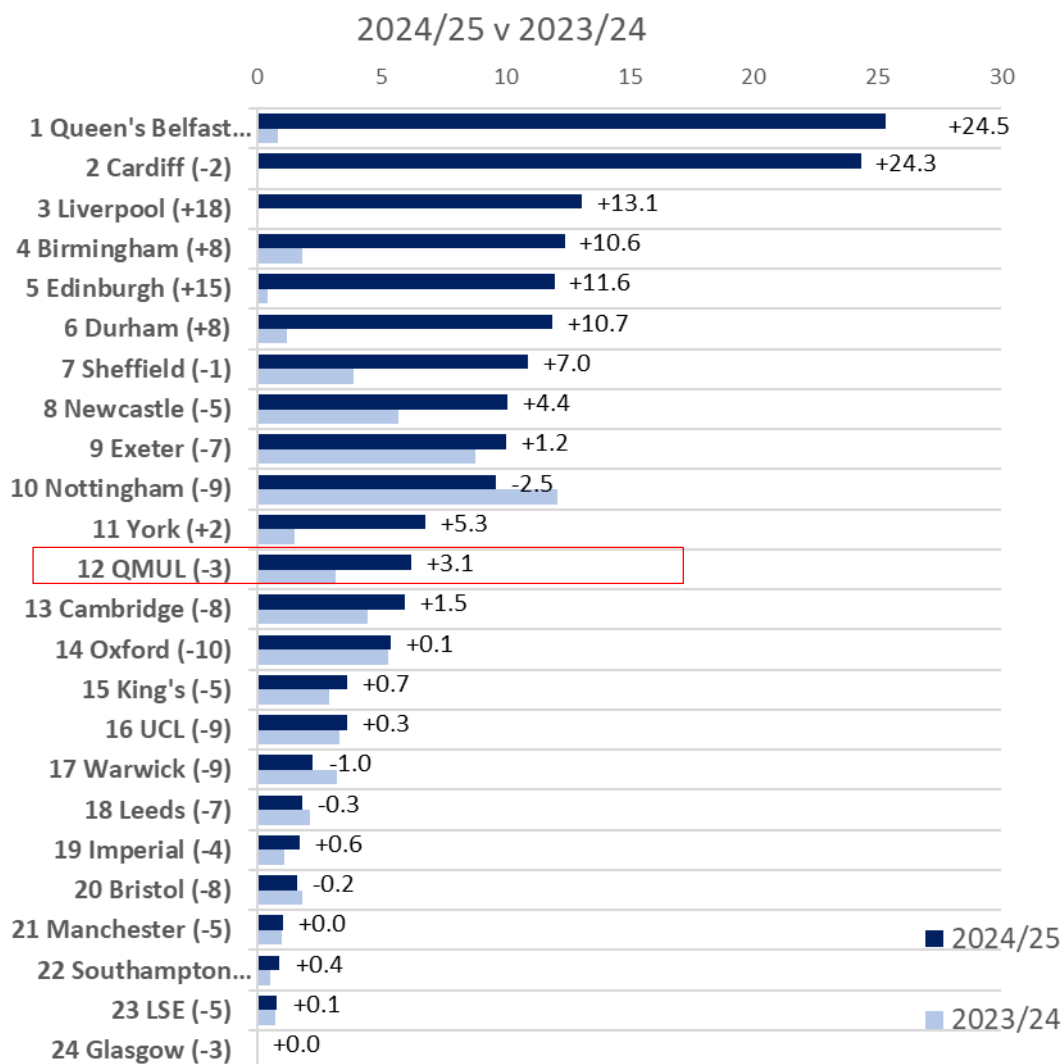
	Financial Year			% change		Rank		
	17/18	23/24	24/25	v 17/18	v 23/24	17/18	23/24	24/25
QMUL	56.2	53.3	55.0	-2.1%	3.1%	2	12	12
Median	53.3	53.2	54.9	4.0%	2.5%			

Staff costs (excluding pension adjustments and severance costs) were 55.0% of income, in line with the median for the Russell Group. Since the beginning of the Strategy 2030 period, Queen Mary has improved from the 2nd highest % of income to the 12th. We continue to focus on this measure, and as the impact of restructuring activities takes effect on ongoing staff costs this year, we may see this reflected in this measure in the 2025/26 results.



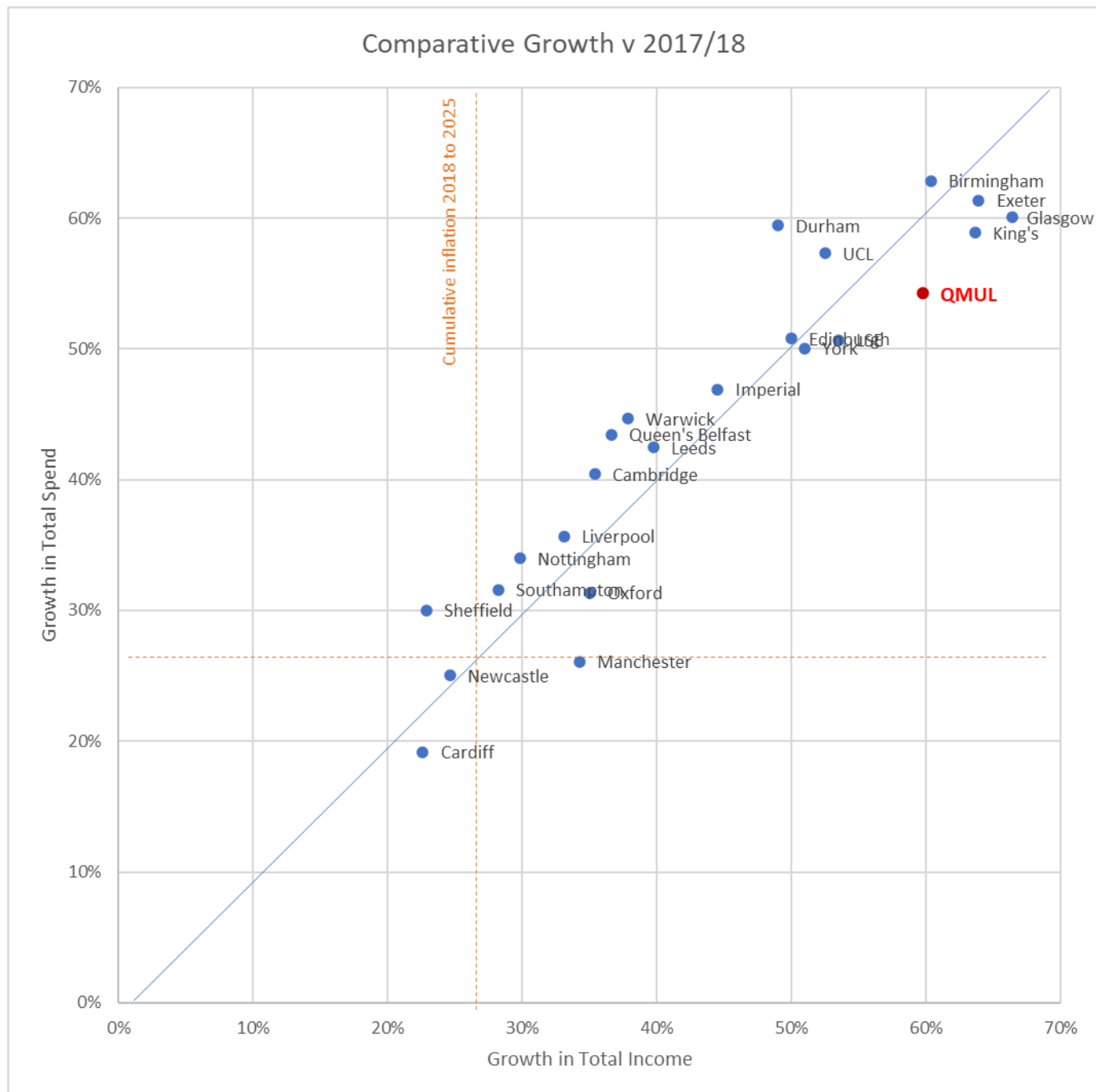
5. Restructuring Costs £M

Restructuring costs across the Russell Group increased from £66m to £181. Queen's Belfast and Cardiff both reported restructuring costs in excess of £20m, whilst Exeter and Nottingham both reported a second successive year of significant restructuring activity. Glasgow have not disclosed any restructuring cost for either year though it is expected that they would have seen some spend. Queen Mary's spend of £6.2m was inline with the median for the Russell Group and we will see further spend in 2025/26 as restructuring in central Professional Services is implemented.



6. % income growth v % cost growth (excluding pension adjustments and severance)

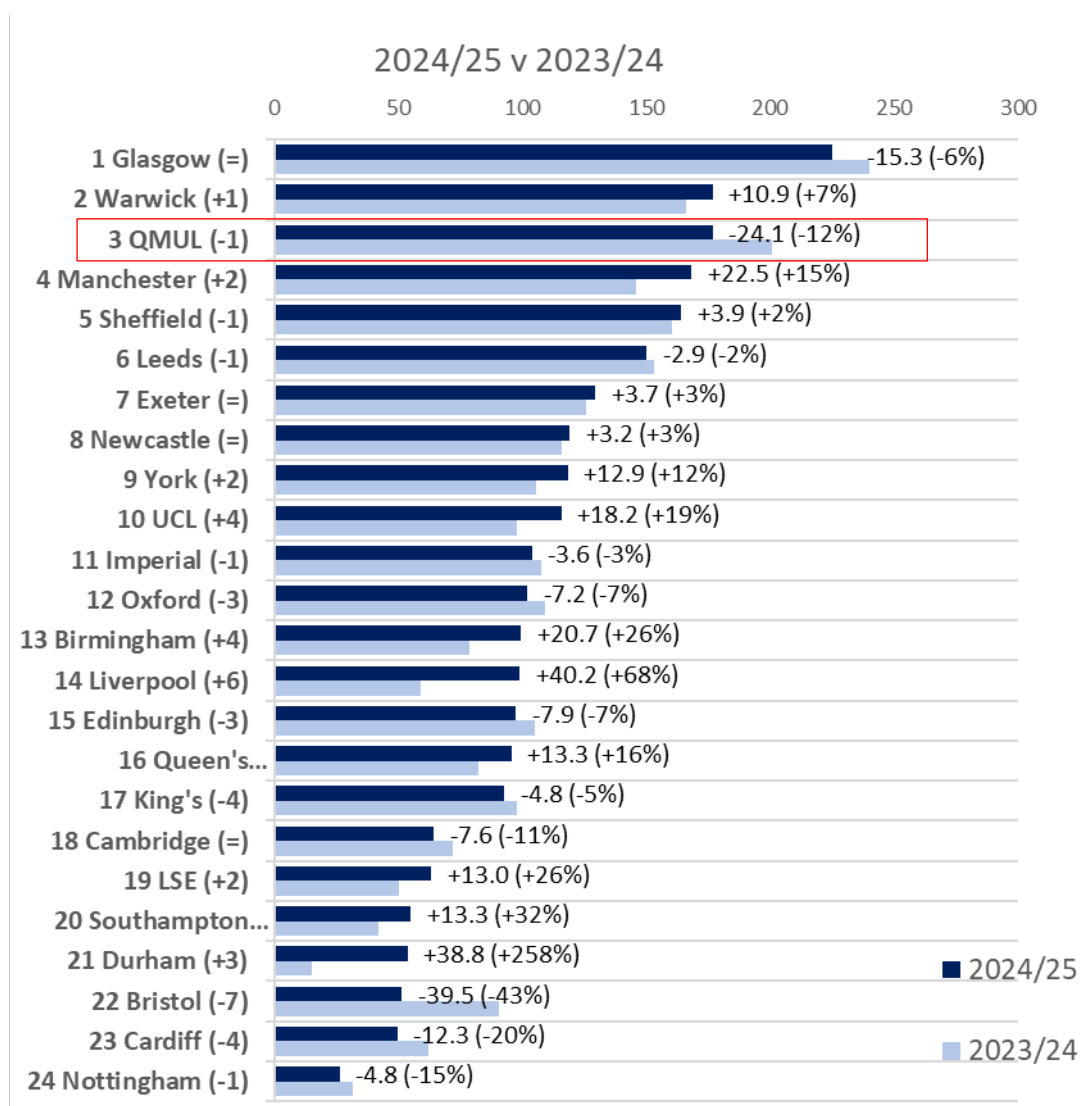
Queen Mary's income growth since 2017/18 is the 5th highest in the Russell Group at 60%, and has been achieved against growth in expenditure of 54% across the same time line. Sheffield, Newcastle and Cardiff have grown at the same rate or more slowly than cumulative inflation(28%) since 2017/18 and 14 of the Russell Group have grown expenditure more quickly than income.



7. Liquidity Days

Calculated as (Cash and Cash Equivalents) / (Total Expenditure – Depreciation) *365

Queen Mary's liquidity days fell slightly in the year, in part due to investment in the Whitechapel site but we were the 3rd highest in the Russell Group at 177 days (compared to 18 days in 2017/18). The median for the Russell Group was 101 days, down from 120 days in 2017/18. Whilst we will see further reductions in liquidity days as planned infrastructure investment comes through, this is reviewed as part of the planning process and is reported on monthly. Liquidity days are not forecast to fall below 119 days in the latest 5 year projections.

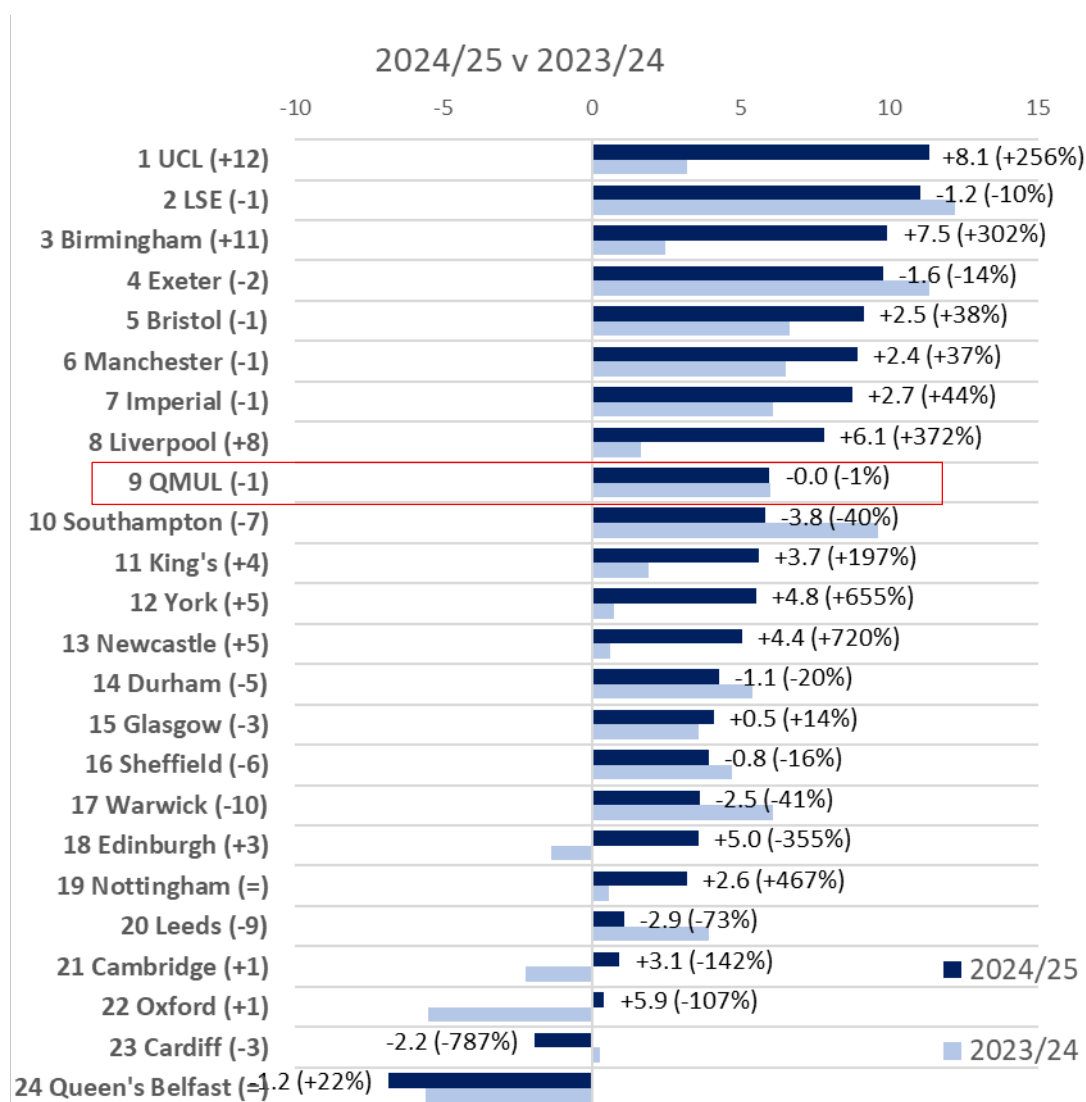


8. Cash from Operations as % of Income

Cashflow from operations as % Income

	Financial Year			% change		Rank		
	17/18	23/24	24/25	v 17/18	v 23/24	17/18	23/24	24/25
QMUL	9.6	6.0	6.0	-38.0%	-0.8%	13	8	9
Median	9.7	3.4	5.3	-38.2%	6.9%			

Cash from Operations is a reasonable indicator of the financial efficiency of the institutions, but it also includes the impact of working capital changes which can fluctuate from year to year. Queen Mary again reported a figure of 6% of income, the 9th highest in the Russell Group and above the median for the group.

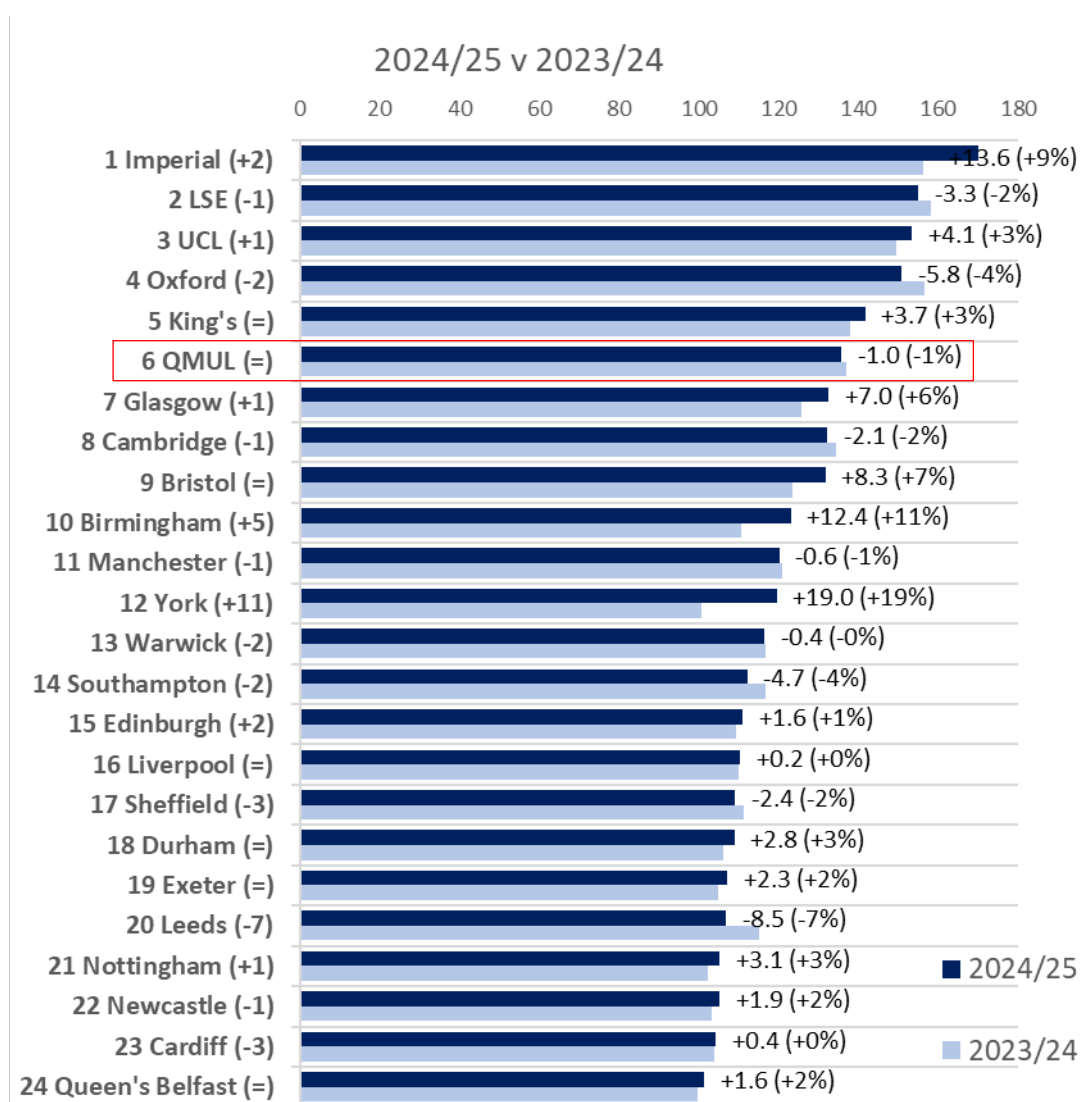


9. Income per FTE £000

Income per FTE (£000)

	Financial Year			% change		Rank		
	17/18	23/24	24/25	v 17/18	v 23/24	17/18	23/24	24/25
QMUL	113.4	136.8	135.8	19.8%	-0.7%	7	6	6
Median	100.1	116.0	118.1	17.1%	1.5%			

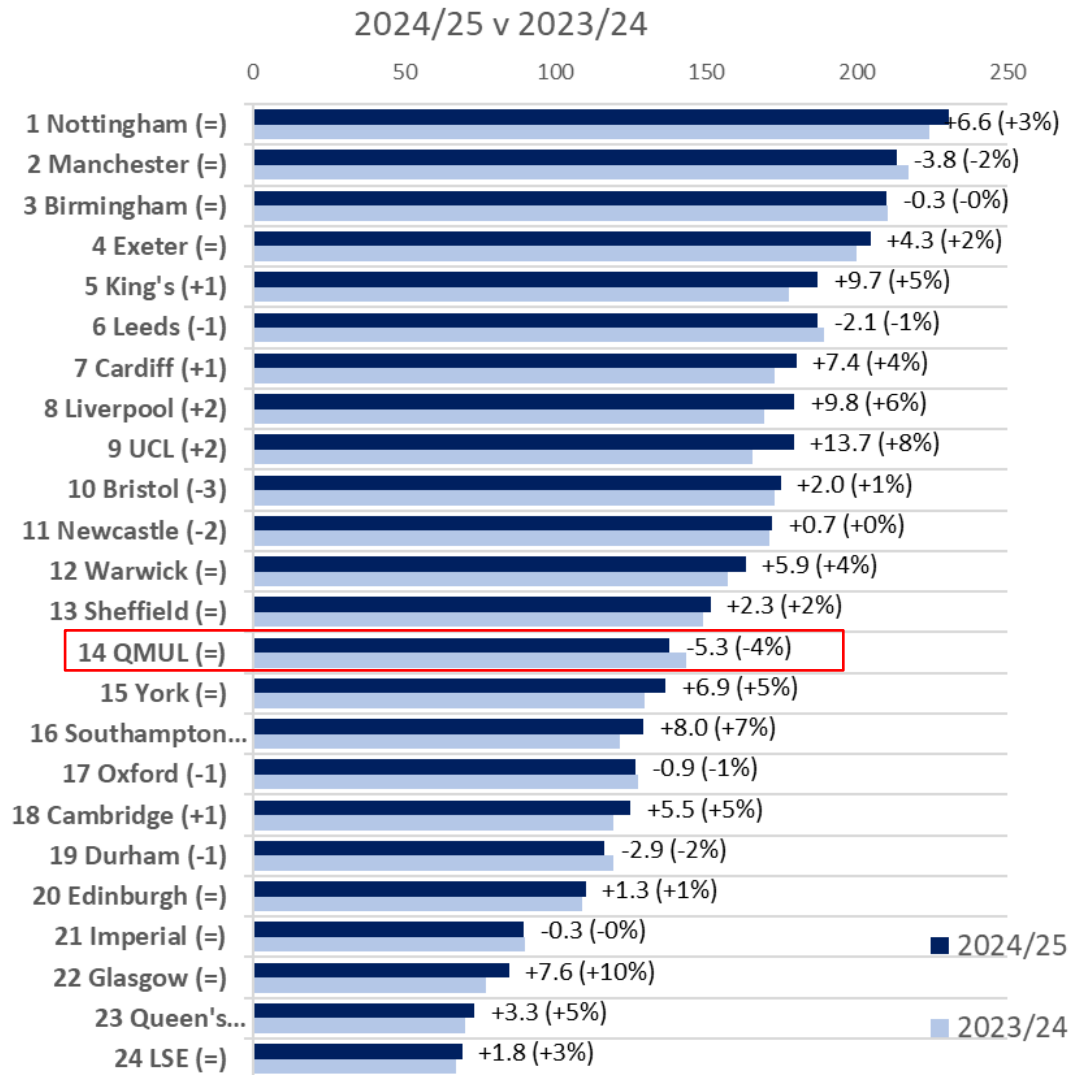
Income per FTE will be impacted by the resourcing model adopted by an institution, in particular those relating to estates, residences and some professional services activities. In 2024/25, Queen Mary again reported the 6th highest income per FTE in the Russell Group (5 of the top 6 are London institutions)



Appendix 1

Tuition Fees FT Home £m

	Financial Year			% change		Rank		
	17/18	23/24	24/25	v 17/18	v 23/24	17/18	23/24	24/25
QMUL	120.1	143.4	138.1	15.0%	-3.7%	16	14	14
Median	146.7	153.3	157.4	11.6%	2.4%			



Tuition Fees FT Overseas £m

	Financial Year			% change		Rank		
	17/18	23/24	24/25	v 17/18	v 23/24	17/18	23/24	24/25
QMUL	100.4	225.0	224.4	123.6%	-0.3%	16	12	13
Median	110.3	222.9	228.8	126.3%	4.0%			

