

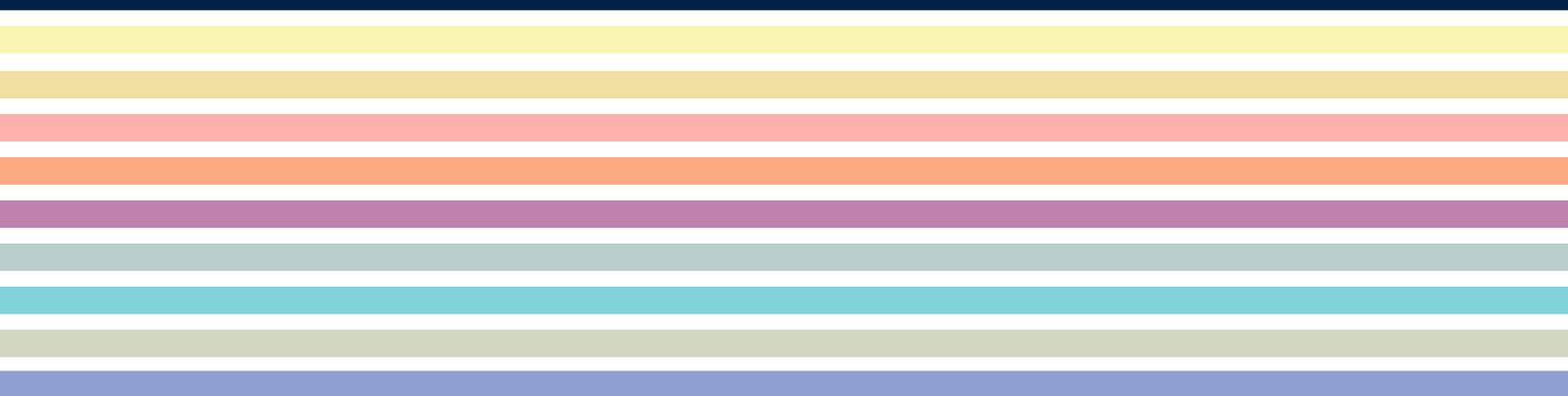


UNIVERSITY OF
OXFORD



Annual Report and Accounts

2024/25



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Introduction





An updated view of the Radcliffe Observatory Quarter with the opening of the Schwarzman Centre for the Humanities in October 2025.

At a Glance

Strategic and Operational Measures



Education

13,650

Postgraduate students
2024/25

% change year-on-year: **-1.9%**

12,375

Undergraduate
students 2024/25

% change year-on-year: **-0.8%**

NEW

Access and Participation
Plan approved

25.9%

of undergraduates
admitted during 2024/25
UCAS cycle are from
the most disadvantaged
backgrounds¹

% change year-on-year: **+0.2%**

¹ACORN categories 5 and 6, IMD Quintile 1 or 2
and free school meals.



Research

Research income 2024/25:

£801.3m

% change year-on-year: **+2.9%**

Ranking in the *Times*
Higher Education World
University Rankings:

1

10th consecutive year

Research-related
agreements executed:

7,604

% change year-on-year: **+1%**

Research income from
industry 2024/25:

£142.2m

% change year-on-year: **-3.9%**



Educational Publishing

Educational publishing
income 2024/25:

£733.2m

% change year-on-year: **-1.8%**

Visits to Oxford Academic
research platform during
2024/25:

187m

Last year: more than **180m**

Educational publishing
operating profit 2024/25:

£104.7m

% change year-on-year: **+5.4%**

Major academic
publishing awards won:

90

Last year: **71 awards**



Engagement and Partnership

Participants in the UNIQ
2024/25 programme:

1,555

Last year: **1,321**

1,054

participants in our
Opportunity Oxford
2024/25 residential
bridging programme

Crankstart scholars
supported in 2024/25:

1,654

% change year-on-year: **+0.7%**

Active spinout companies:

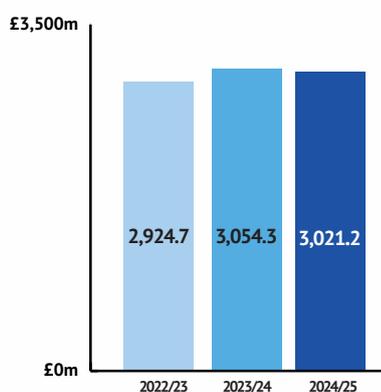
187

% change year-on-year: **+4.5%**

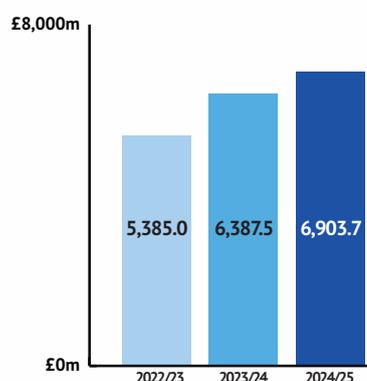
At a Glance

Financial Measures

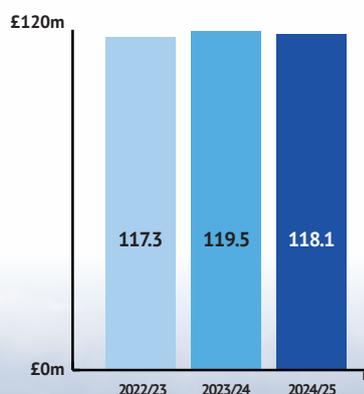
Income: **£3,021.2m**



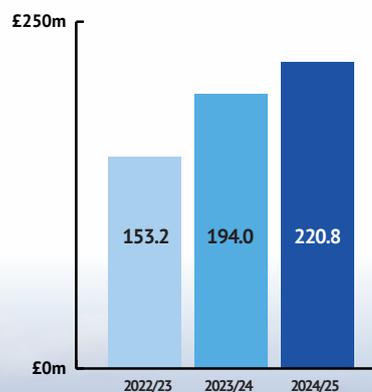
Net assets: **£6,903.7m**



Adjusted surplus* before other gains and one-off exceptional items: **£118.1m**



Capital expenditure on property, plant and equipment: **£220.8m**



*Adjusted surplus before other gains and one-off exceptional items is an alternative performance measure, which is reconciled to its nearest statutory equivalent measure on p43.

Letter from the Vice-Chancellor

For a record-breaking tenth consecutive year, Oxford has been named the world's leading university for 2026 by the Times Higher Education World University Rankings. This is a remarkable achievement that reflects the strength and vitality of Oxford's research and teaching environment, underpinned by academic excellence and sustained by exceptional staff and students who work tirelessly. This recognition comes at a time when we are investing significantly in our people and infrastructure, ensuring Oxford remains attractive to global talent and is a place where all staff are nurtured and thrive.

This year we delivered the first phase of our Pay and Conditions programme, which has increased salaries through the Oxford University Weighting, improved benefits and the staff experience. It also marked the final phases of two of our most ambitious infrastructure projects in recent years.

A £200m project delivered in partnership with Legal & General, the Life and Mind Building will be the new home for nearly 1,000 academics, researchers, support staff, and postgraduate students in the Departments of Biology and Experimental Psychology, as well as the new Neos Oxford Institute for antimicrobial research. This innovative space will serve as a catalyst for interdisciplinary research to address the global challenges of climate change, biodiversity loss, mental health and food security.

The Schwarzman Centre for the Humanities is the largest capital project that the University has undertaken in modern times. Made possible by a generous £185 million gift from Mr Stephen A. Schwarzman, the Centre brings together seven of our faculties from Humanities and two research institutes, alongside state-of-the-art public performance spaces. At a time of crisis in the arts and humanities, we are proud to invest in and champion these crucial disciplines. In addition to fostering collaborative research and providing exceptional performance venues, the Schwarzman Centre will play a vital role in public engagement, reaffirming the enduring importance of knowledge and truth to the human experience and what it is to be human. A siren call to keep a human-centred approach within an increasingly technological and science-based world.

Across disciplines, artificial intelligence is transforming teaching and research, and Oxford is leading the way on all fronts. We are one of the great global institutions in AI with extraordinary depth and breadth in this new technological revolution. As part of a commitment to invest over £100m in joint research programmes with the University, the Ellison Institute of Technology (EIT) contributed £30 million this year to establish

the Ellison Institute of Technology Centre for Doctoral Training (CDT), a new programme exploring how AI can advance human health, food security, and climate sustainability. In March 2025, we launched a five-year collaboration with OpenAI, providing students and staff across the University with access to research grant funding, enhanced data security, and advanced AI tools, including more recently the more secure OpenAI ChatGPT Edu platform. In the Humanities Division, our research institutes are examining the practical and ethical implications of AI, ensuring that Oxford is also leading in responsible stewardship of AI development.

The University's research income continued to grow this year, increasing 2.9% from 2023/24 to £801.3 million, in large part due to a 9.5% increase in funding from Research Councils and an 8.3% increase in income from the UK public sector, which now stand at £199.2 million and £125.2 million respectively. And we're securing substantial EU funding, which is really pleasing to witness.

Key to this success in attracting research income is our ability to forge strategic partnerships with industry leaders. Building on our track record of excellence in vaccine development, in January 2025, we launched a £50 million partnership with GSK to research the potential of cancer prevention through vaccination. We also announced this year the launch of the Correlates of Immunity-Artificial Intelligence initiative, a £118 million collaboration with EIT that will explore how AI can be used in vaccine development. These landmark initiatives highlight Oxford's role in shaping the future of global health and demonstrate the power of industry collaboration in accelerating scientific progress and making real-world impact.

Oxford remains at the forefront of innovation, maintaining its position as the leading UK university for spinout activity, with over 187 active spinouts currently in operation. Last year, 19 new enterprises were formed with the support of Oxford University Innovation (OUI), including 15 spinouts and four start-ups. Across the University's portfolio, OUI companies raised over £34.2 million in seed funding and generated an estimated £18.5 million in financial returns to the University and its researchers. In the year to 30 June 2025 Oxford Science Enterprises, a key part of our spinout ecosystem, reported £388m raised by its portfolio companies, all University spinouts. In this next financial year two of our spinouts have each been acquired for over \$1bn.

These ventures exemplify Oxford's commitment to translating research excellence into real-world impact that drives innovation, creates opportunity, and supports economic growth. Contributing to local, national,



and global prosperity remains a cornerstone of Oxford's mission, and we are continuing to work in partnership with government and industry to that end.

Building on the foundations laid by the Oxford Strategic Innovation Taskforce, the recent launch of Equinox – Equitable Innovation Oxford – brings together government, industry, and academia in a shared commitment to drive inclusive, socially responsible innovation across Oxfordshire. Through this partnership, we aim to attract investment, nurture local talent, and strengthen the region's innovation ecosystem.

Philanthropy plays a vital role in enabling Oxford to invest in its staff, students and infrastructure. We are grateful to our many supporters, who have donated £395m to the collegiate University this year, enabling us to strengthen financial support for our students and ensure research thrives. This past year, we provided £10.9m in bursary support to UK undergraduates from lower income households, while 1,543 students were awarded over £61m in scholarships through our university-wide graduate scholarship scheme. And we have ambitious plans to provide more scholarships as part of our Graduate Access Strategy. Looking ahead, we are also focused on improving our academic and sports facilities and to tackling the growing challenge of housing availability and affordability for our staff. Continued philanthropic support will be crucial to helping us achieve these goals.

In 2025, we welcomed our new Chancellor, Lord Hague of Richmond, an esteemed Oxford alumnus who returned to the University after a long and distinguished career in public life. We are delighted to have Lord Hague and his wife, fellow Oxford alumna Dame Ffion Hague, as ambassadors for the University. Their combined knowledge, experience, and enduring affection for Oxford will be invaluable as we navigate the challenges facing the higher education sector together.

As we look ahead, Oxford remains steadfast in its mission to advance knowledge, foster innovation, and generously serve society through education and research. In a time of global uncertainty and financial pressure across the higher education sector, our continued success depends on the dedication of our staff, students, alumni, and partners. Their commitment to excellence and their belief in the power of ideas enable Oxford to thrive, adapt, and lead.

Professor Irene Tracey, CBE, FRS, FMedSci
Vice-Chancellor

Mission, Vision and Strategic Commitments

Oxford University's mission is the advancement of learning by teaching and research and its dissemination by every means.

Vision

We will work as one Oxford, bringing together our staff, students and alumni, our colleges, faculties, departments and divisions to provide world-class research and education. We will do this in ways that benefit society on a local, regional, national and global scale. We will build on the University's long-standing traditions of independent scholarship and academic freedom while fostering a culture in which innovation and collaboration play an important role.

We are committed to equality of opportunity, to engendering inclusivity, and to supporting staff and student wellbeing, ensuring that the very best students and staff can flourish in our community. We believe that a diverse staff and student body strengthens our research and enhances our students' learning.

The University's distinctive democratic structure, born of its history, will continue to offer a source of strength. Likewise, Oxford's collegiate structure provides the University with key aspects of its academic strength and its highly attractive student experience. Oxford will continue to foster the interdisciplinary nature of the colleges, their teaching strength, and their defining and enduring sense of community.



Strategic commitments

The strategic commitments remained unchanged from last year, and were set out in the University's Strategic Plan 2018–24. The University made significant progress against these commitments during the Plan period, with Council receiving a final report on implementation in December 2024. Notable achievements included:

- meeting Access and Participation Plan targets
- the establishment of Reuben College, including the acquisition and refurbishment of graduate accommodation at Farndon Court
- investment across a spectrum of ambitious programmes through the Strategic Research Fund
- the development and subsequent launch of a Collegiate University Equality, Diversity and Inclusion Strategic Plan
- completion of Phase 1 of the Begbroke Science Park expansion.

The 2018–24 Strategic Plan was created to be deliberately ambitious, and some of the priorities were not fully realised. Work towards most of these is expected to continue under the 2025–30 Strategic Plan and in other key University strategic workstreams, including around the empowerment and mobilisation of alumni, the expansion of strategic international research collaborations, and a continued focus on improving the efficiency and effectiveness of professional service provision across the University.

The University's next Strategic Plan is currently in development, having undergone a consultation process. It will cover the period up to 2030, and is due to be formally launched in early 2026.

Education

To attract and admit students from all backgrounds with outstanding academic potential and the ability to benefit from an Oxford education.

To offer an excellent academic experience for all our students, and ensure that Oxford fully equips graduates to excel in whatever they choose to do.

To retain and refresh the collegiate University's rich academic environment.

Research

To promote and enable ambitious research of exceptional quality.

To invest in people by supporting them and their research environment, thereby enabling the research endeavour to grow sustainably.

To change the world for the better.

Strategic commitments continued

Publishing

To demonstrate evidence of positive educational and research impact from the use of Oxford University Press's materials and services.

To invest in building integrated digital content and service propositions in its markets.

To focus on growth in emerging markets, in particular those where Oxford University Press is already well placed.

To focus on efficiency in order to remain competitive.

People

To attract, recruit and retain the highest-calibre staff.

To work towards an increasingly diverse staffing profile.

To support staff in personal and professional development.

Engagement and partnership

To work with partners to create a world-class regional innovation ecosystem.

To build a stronger and more constructive relationship with our local and regional communities.

To engage with the public and policymakers to shape our research and education and to encourage the widest possible use of our research findings and expertise.

To maximise the global social, cultural and economic benefit derived from our research and scholarship.

Resources

To manage our financial resources to ensure the collegiate University's long-term sustainability.

To ensure that our estate provides an environment that promotes world-class research and education while minimising our environmental impact, conserving our historic built environment, and improving our space utilisation.

To continue to invest in our information technology capability to enhance the quality of our research and education, and to streamline our administrative processes.

To raise funds to support the very best students, invest in our staff and their work, and provide new resources and infrastructure.

Operational Review





Education

Through Oxford University’s dedication to personalised education, we are committed to delivering a high-quality learning experience that equips each student with the values, skills and intellectual discipline necessary to make a meaningful and positive contribution to society.

Our strategic commitments

To attract and admit students from all backgrounds with outstanding academic potential and the ability to benefit from an Oxford education.

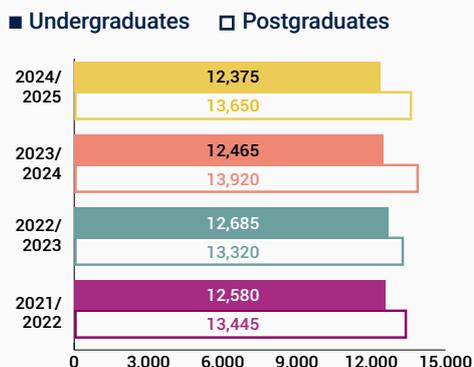
To offer an excellent academic experience for all our students, and ensure that Oxford fully equips graduates to excel in whatever they choose to do.

To retain and refresh the collegiate University’s rich academic environment.

Over the past year we have: established principles for the use of AI in summative assessment; conducted extensive consultation on proposals to revise University legislation regarding procedures for dealing with non-academic misconduct by students; drawn material and resources together in readiness for the new requirements of the Office for Students E6 regulations concerning student sexual misconduct; secured operational improvements in delivery of over 55,000 examination sittings; and launched the MyOxford app, providing students with core information and links to student-related services and systems.

Student numbers

After a steady growth in headcount in previous years, student numbers stabilised in 2024/25.



Our undergraduate population has become more diverse, in part due to the success of our outreach activities and use of contextual data in admissions, and in part due to the changing demographics in society. Between 2020 and 2024, within the total group of UK-domiciled undergraduates admitted, the proportion identifying as Black and Minority Ethnic increased from 23.6% to 30.8%. Over the same time period, the proportion declaring a disability increased from 10.4% to 19.0%, and those eligible for free school meals increased from 5.3% to 8.1%. The proportion from state schools decreased slightly from a high point of 68.6% in 2020 to 66.2% in 2024.

The graduate population has also become more diverse, although there is more work to do in this regard. Ethnic diversity has grown among the postgraduate group, especially at postgraduate taught level. Socio-economic data started to be

collected from postgraduate applicants in 2018 – we were the first in the sector to do this – and shows that less advantaged students are under-represented, especially among international students. Our newly approved Graduate Access Strategy includes an objective to roll out contextual admission to all departments, alongside increased availability of scholarship funding.

In addition to our undergraduate and graduate students, the Oxford University Department for Continuing Education plays an important role within the University, serving approximately 21,000 learners annually to pursue academic and professional development. The department’s mission aligns with the University’s strategic priorities, particularly in widening access and providing inclusive, flexible, and digitally enabled opportunities that support students and lifelong learners throughout their educational journeys. From June 2025 most Continuing Education courses are being offered under a new brand called Oxford Lifelong Learning. This marks an important milestone in the University’s journey to becoming a global leader in lifelong learning and achieving our ambition to extend the reach and impact of an Oxford University education.

Student financial support

Scholarships and bursaries are a key element of our undergraduate and postgraduate access strategies. In 2024/25, the University allocated £10.9m in bursary support to UK undergraduate students from lower-income households. UK undergraduates starting in 2024, as well as returning students, were eligible for increased bursaries of up to £5,970 following an annual uplift to bursary levels of 3% in response to continued cost-of-living increases. In addition, the upper household-income threshold for undergraduate bursary eligibility was extended from £42,875 to £50,000 for all years of entry, and travel supplement bursary levels also increased by 10%.

In addition to a core support bursary, Crankstart scholars benefit from support in identifying opportunities for work experience or internships, and access to a supplemental bursary to support these. In 2024/25, 365 Crankstart scholars submitted over 800 applications for 300 exclusive internships. Opportunities were available in 7 countries (including New Zealand and China) across 4 continents. By July 2025 over 450 individual Crankstart scholars had been awarded funding through the Crankstart Internship Bursary scheme. This scheme provided



funding for work experience opportunities in 30 countries; these include self-sourced internships as well as internships secured through the Crankstart, Micro-Internship and Summer Internship programmes.

Scholarships also play a key role in attracting and retaining the highest calibre of graduate student regardless of background, as well as ensuring students can thrive on course. The Academic Futures scholarship programme offers dedicated support for UK Black and Mixed-Black students, refugee and displaced students, and care-experienced students. The programme has continued to grow in 2024/25, supporting over 100 scholars across various streams, spanning taught and research programmes across all divisions. The Clarendon and Academic Futures programmes are complemented by a number of other University-wide graduate scholarship schemes. These include the Mastercard Foundation Scholars Program at University of Oxford, supported by a gift in 2023/24 for African master's scholars.

Our newly approved Graduate Student Access Strategy makes a commitment to increase both the availability and the level of scholarship funding – including ring-fenced funding for targeted groups and competitive funding packages – to ensure that meritorious applicants are able to join the University and thrive on their course. Funding for scholarships will come from partnership funding – via colleges, departments, divisions and external donors, extended Crankstart funding, the CCS7 (College Contribution) scheme, income raised from our graduate application fee, and a new fundraising campaign with ambitious plans to significantly increase philanthropic funding for scholarships.

Student access, inclusion and success

We are committed to identifying and addressing risks to equality of opportunity, so that Oxford is accessible to students from all backgrounds, and so that our students all thrive while they are here, and after they leave. We support students before they apply, during the application process, through their course and beyond. Our latest strategic objectives are set out in our approved Access and Participation Plan for 2025 onwards, alongside which sits our Graduate Access Strategy and the University Equality, Diversity and Inclusion Strategic Plan; these plans all set out funded programmes of work to enable students to fulfil their academic potential.

We have an established suite of programmes to support undergraduate applicants from under-represented backgrounds, including the Opportunity Oxford academic bridging programme, the UNIQ residential summer school and the Astrophoria Foundation Year. Furthermore, 2025 marks the 10th anniversary of the IntoUniversity learning centre in Blackbird Leys, operated by the national charity IntoUniversity in collaboration with the University of Oxford and Christ Church, Oxford. This engagement forms part of our work to support local pupils from less advantaged communities in Oxford to improve their educational outcomes and progress to higher education. In

2024/25 we launched several targeted new initiatives to build on and expand these programmes, working with schools, students and guardians across the UK through initiatives such as Oxplore Teach, Oxplore Festivals and BeUNIQ.

The UNIQ+ graduate access research internship programme marked its sixth year, welcoming about 130 students from disadvantaged backgrounds in Oxford for 7 weeks. The University also continued to work with the University of Cambridge on the 'Close the Gap' project, a four-year initiative that began in January 2022. Co-funded by the Office for Students and Research England, this project aims to improve access to doctoral study for Black British, British Bangladeshi and British Pakistani students. A total of 16 departments across both institutions have piloted a range of initiatives. Simultaneously, Oxford's pioneering pilot to contextualise admissions by incorporating socio-economic data as part of the postgraduate application assessment has continued to expand, now encompassing around 30 departments across the University.

Our analysis shows that undergraduate students from socio-economically disadvantaged backgrounds, students with a declared disability and students who declare their ethnicity to be Black African, Black Caribbean or Black Other, are less likely to achieve a good degree outcome than other students. There are also persistent first-class awarding gaps for women compared with men. Postgraduate awarding gaps are associated with domicile, with UK students performing better than non-UK domiciled students.

These awarding gaps appear to have little impact on early career outcomes, other than for disabled leavers. The most recent graduate outcomes survey data from 2022/23 Oxford leavers shows 90% of leavers with a known disability report a positive outcome (ie high-skilled employment, self-employment or further study), compared with 93% for those with no known disability (Russell Group comparators: 83% and 87% respectively); and median salaries were £33,000 (known disability) and £38,000 (no known disability) (Russell Group: £44,000 and £34,000 respectively).

Student wellbeing and support

Students make use of the wide range of specialist support provided by the Counselling, Disability Advisory, Sexual Harassment and Violence, and Peer Support services. Patterns of demand are very much in line with national trends in the higher, further and secondary education sectors and evidence the importance of timely, embedded and tailored support being available.

Recognising the evolving needs and experiences of students, we have been working proactively to understand and overcome barriers to students seeking help, while upholding our core commitment to fostering collective and individual student agency at times of difficulty. The Sexual Harassment and Violence support service continues to extend the reach of both online and in-person Healthy Relationships and Consent

A woman with long dark hair and glasses is smiling and looking down, possibly at a book or document. She is wearing a green sweater. In the background, another person is partially visible, and the setting appears to be a library or study area with bookshelves and a wooden door.

trainings, while providing dedicated casework support to reporting and reported students, and concerned peers.

The Common Approach to Student Mental Health is now well established, with evaluation demonstrating successful integration across the collegiate University. An area of significant growth has been the expansion of advice, guidance and consultancy services to academic, welfare, professional and allied colleagues across the institution, to support confident and consistent frontline student welfare practice.

The past year also saw new operational approaches to deliver student support plans more expediently, identifying reasonable adjustments and accommodations that should be made in support of a student's particular needs. Drop-in advice sessions for departments and colleges were introduced, proving hugely effective, helping staff navigate the delivery of student support needs.

In 2024/25 the University continued to see high demand for its financial assistance schemes in place to support students facing financial difficulties driven by cost-of-living pressures. Furthermore, targeted financial support was available specifically for care-experienced and estranged UK undergraduate students, ensuring that those in the most challenging circumstances receive the necessary resources to succeed in their studies. As part of our University of Sanctuary

commitment, the range of scholarships for students from refugee and displaced backgrounds has continued to grow, and the process for colleges to apply for College of Sanctuary status has been launched, further growing the commitment to sanctuary across the collegiate University.

Our strategic commitments to equality, diversity and inclusion were manifested in a series of actions and interventions with the student body, including: comprehensive communications to students; the launch of the Inclusive Student Life webpages; EDI-focused inductions (including references to antisemitism and Islamophobia) for freshers; targeted training for student leaders; strengthened information and guidance to support the work of our Harassment Advisor Network; and multiple meetings with relevant student societies, religious groups and others.

Career development and outcomes

The University is committed to facilitating opportunities for all students to gain the skills and experience necessary for success in future study or employment. Beyond the academic curriculum, a range of services is offered by the Careers Service to enhance students' overall educational experience and enable them to make the best-informed career decision. In 2024/25 this included over 6,000 one-to-one advice appointments, over 250 events and conferences, over 2,000 exclusive

internships and 9 in-person careers fairs. The Careers Service's virtual jobs board, CareerConnect, listed more than 4,500 adverts provided by employers.

Skills development programmes, including The Oxford Strategy Challenge (TOSCA) and the Future Leaders Innovation Programme (FLIP), gave more than 300 undergraduate and postgraduate students the chance to participate in authentic business projects with real organisations, both locally and internationally. The new Making a Difference programme enabled 50 students to gain insights into the third sector and then apply that knowledge to work in teams to solve real business challenges for local and international charities and social enterprises.

Around 2,200 students submitted over 5,000 applications for a total of 451 internships advertised through the Summer Internship Programme, an 8% increase in applications submitted, and a 6% increase in individual students applying compared with 2024. The internships advertised through the programme included opportunities in 32 countries, across 6 continents. The Micro-Internship Programme advertised over 1,300 internships and received 3,650 applications from 2,400 individual students. The number of applications increased by 14% from the previous year. Graduate Outcomes data is available for the 2022/23 Oxford leavers. Of the undergraduate leavers who responded to the survey, 90% had achieved a positive outcome (ie high-skilled employment,



self-employment or further study), compared with 84% for Russell Group graduates. The median salary for an Oxford undergraduate leaver 15 months after leaving was £33,000 (Russell Group: £31,000). Among those who earned a doctorate, 96% achieved a positive outcome (Russell Group: 95%), with median salaries at £43,000 (Russell Group: £41,500). For graduates with a higher degree (eg masters), 94% had a positive outcome (Russell Group: 88%), with a median salary of £40,000 (Russell Group: £44,000).

2024/25 highlights

- Oxford offers one of the most generous financial support packages available for UK students; around 1 in 4 (2,445) UK full-time undergraduates at the University currently receive an annual, non-repayable bursary.
- 490 UK offer-holders participated in the Opportunity Oxford programme, Oxford's academic bridging programme developed to support students from under-represented backgrounds in their transition from school or college to university.
- In 2024/25, 1,543 students were in receipt of a scholarship through one of our University-wide graduate scholarship schemes (Clarendon, Academic Futures, AfOx Mastercard, Optiver Foundation and others), with over £61m disbursed in stipend and fee costs.
- The University's Graduate Student Access Strategy was approved, which articulates for the first time an overall vision for graduate access.
- Almost 3,000 students were supported by Counselling services and approximately 7,700 by the Disability Advisory Service, of which roughly 4,295 have a Student Support Plan (SSP) in place.
- There was a 24% increase in internships advertised through the Careers Service Summer Internship Programme from 2023/24 to 2024/25.
- 25.9% of undergraduates admitted during the 2024/25 UCAS cycle are from the most disadvantaged backgrounds, an increase of 0.2%.

Research

The University of Oxford is world famous for its research excellence and is home to some of the most talented scientists and scholars from across the globe.

Our strategic commitments

To promote and enable ambitious research of exceptional quality.

To invest in people by supporting them and their research environment, thereby enabling the research endeavour to grow sustainably.

To change the world for the better.

Research activity

The University's research activity is extensive, engaging over 2,000 academics, more than 5,100 research staff and 7,350 postgraduate research students. Collaborating with universities, research organisations, healthcare providers, businesses, community groups, charities and government agencies, both nationally and internationally, the University drives significant public benefits. These include enhanced public policy, improved health outcomes, economic prosperity, social cohesion, international development, community identity, and achievement in the arts, culture and overall quality of life.

According to the results of the last Research Excellence Framework (REF 2021, the official UK-wide assessment of university research), the University of Oxford had the highest volume of world-leading research in the UK.¹ Oxford made the largest submission of any higher education institution, submitting over 3,600 researchers (3,405 full-time equivalent) across 29 subject areas. This submission included more than 8,500 research outputs and 220 case studies demonstrating the impact of Oxford's research beyond academia.

The outcomes of REF 2021 influence the mainstream Quality-Related (QR) research funding, which constitutes a significant portion of the University's recurrent QR grant for several years. For the 2024/25 period, the level of mainstream QR funding remained unchanged at £88m. The upcoming Research Excellence Framework (REF 2029) is set to place greater emphasis on research culture, alongside a shift towards institutional-level assessment in addition to discipline-level evaluations.

Research grants and contracts

A significant portion of the University's research activities are supported by competitively awarded grants and contracts from third parties, including the UK Research Councils, UK charities and the European Commission, as well as funding received from business and other organisations. In 2024/25 the University received 2,367 new research awards, amounting to a cumulative value of £1,019m, which will be utilised over the duration of the awards in the coming years. Additionally, Research England provided crucial support through QR recurrent grant funding, totalling £169m.

Research income in 2024/25

Annual research income rose in 2024/25 to £801.3m, an increase of 2.9% compared with 2023/24.

The University's leading position in so many facets of national and international research has driven this year's research income. Income from industry remains strong at £142.2m (£148.0m in 2023/24), largely due to investment from the pharmaceutical industry: Boehringer Ingelheim, Novartis, Novo Nordisk, AstraZeneca and GSK.

Income from the Research Councils grew to £199.2m, an increase of 9.5%, partly due to the awards granted under the government's Horizon Europe guarantee scheme. Oxford researchers continue to engage strongly with Horizon Europe opportunities. Income from UK charities and UK public sector grew by 1.1% to £178.2m and 8.3% to £125.2m respectively; income from other UK, EU and overseas sources grew by 5.4% to £78.5m, with support from

the Coalition for Epidemic Preparedness Innovations and US federal agencies, including the US National Institutes of Health. Income from US federal funders is expected to decline steeply in future years.

Selected research funding highlights in the past year include:

- Long-term strategic alliance with the Ellison Institute of Technology (EIT); at least £100m investment in joint research programmes, and £30m of scholarship funding for the new University of Oxford–EIT Centre for Doctoral Training (CDT) in the Fundamentals of Artificial Intelligence.
- Leading two MRC Centres of Research Excellence (MRC CoRE), in Therapeutic Genomics and Restorative Neural Dynamics; co-leading the MRC CoRE in Exosome Immunology and the MRC/BHF CoRE in Advanced Cardiac Therapies (REACT). 4 MRC CoREs were launched this year and Oxford is involved in all four; each MRC CoRE will receive funding of up to £50m over 14 years.
- £39m from the European Research Council for 22 awards, across all four academic divisions: 7 advanced grants (£15m) for senior researchers, 6 starting grants (£8m) for early-career researchers, 5 consolidator grants (£9m) to support outstanding researchers to build their independent research teams, and 4 synergy grants (£7m) to foster interdisciplinary and international collaboration between outstanding researchers.

¹ Largest volume of world-leading research is calculated from the sum of (overall %4* x submitted FTE) across all submissions. Full results are available at: www.ref.ac.uk

- Up to £50m investment from GSK for the GSK–Oxford Cancer Immuno-Prevention Programme to explore the potential of cancer prevention through vaccination.

The University is deeply appreciative of the support and collaboration of its research sponsors and partners, whose contributions enable the successful execution of these and numerous other projects. Detailed insights into the wide-ranging impacts University research has on the world of policy, health, business and culture are available in a series of case studies and films at Research Impact: www.ox.ac.uk/research/research-impact/impact-case-studies.

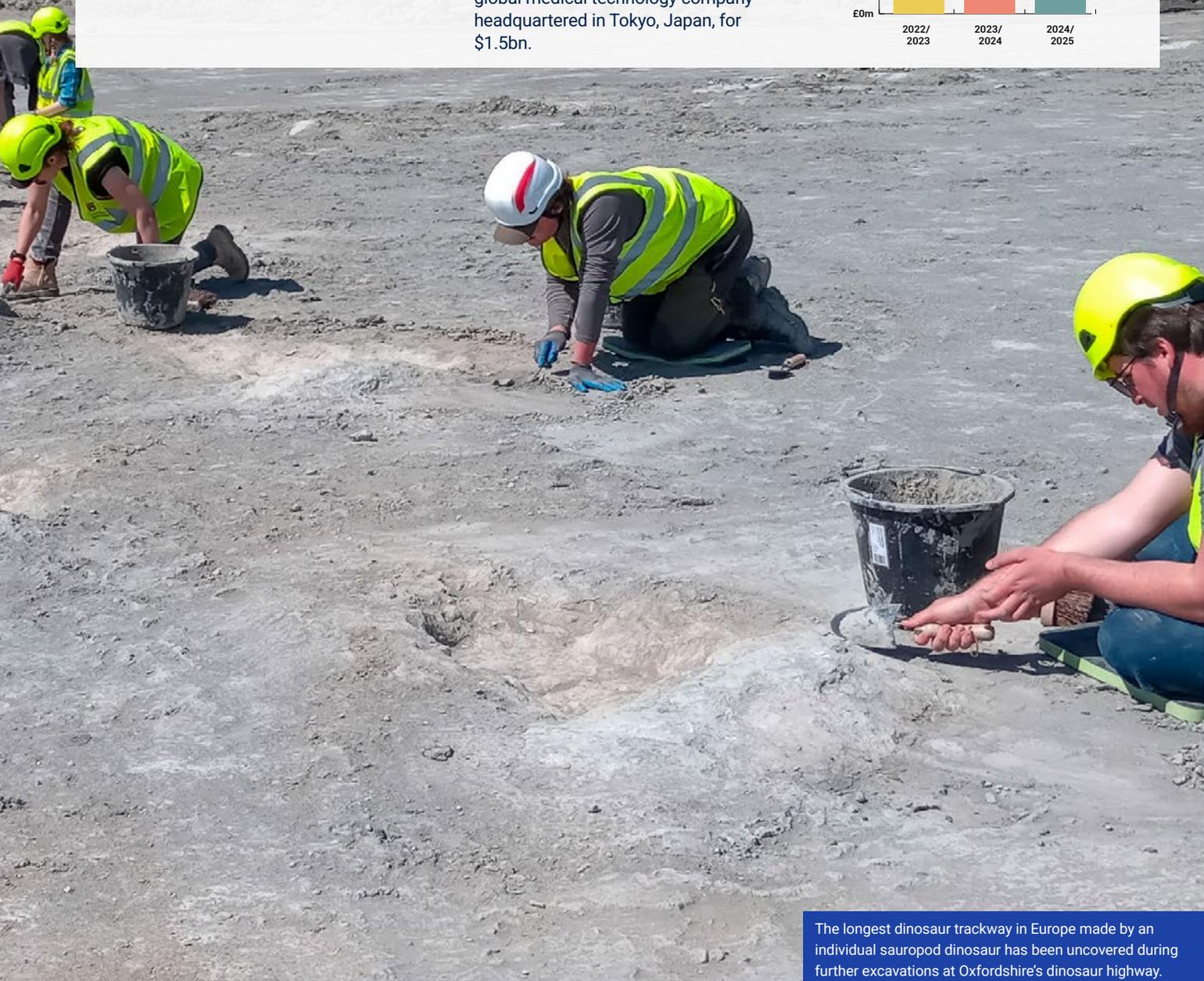
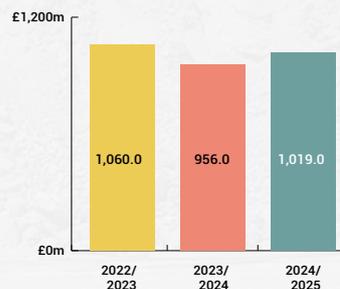
Highlights

- For the 10th consecutive year, Oxford ranked first in the *Times Higher Education* World University Rankings 2026 (both overall and for the research environment).
- Highest overall 2023/24² research income of any UK university, including highest for UK charities, UK public sector, industry and the European Commission.
- Oxford is the recipient of the highest quality-related recurrent funding for research of any UK university in 2024/25.
- In 2023/24², Oxford University retained top spot as the leading UK academic institution for active spinouts.
- Largest ever acquisition of an Oxford University spinout: acquisition in 2025 of OrganOx by Terumo Corporation, a global medical technology company headquartered in Tokyo, Japan, for \$1.5bn.

Research income



Value of new research awards received



The longest dinosaur trackway in Europe made by an individual sauropod dinosaur has been uncovered during further excavations at Oxfordshire's dinosaur highway.

² 2023/24 is the latest year for which data is available

Educational Publishing

As a department of the University, Oxford University Press (the Press) furthers the University's objective of excellence in research, scholarship and education by publishing worldwide.

Our strategic commitments

To demonstrate evidence of positive educational and research impact from the use of the Press's materials and services.

To invest in building integrated digital content and service propositions in the Press's markets.

To focus on growth in emerging markets, in particular those where the Press is already well placed.

To focus on efficiency in order to remain competitive.

Mission

Oxford University Press serves three core publishing markets: Research, the Learning of English, and Education (Schools and Higher Education). It is committed to creating high-quality content that supports education and research, and to making this content available all over the world.

This year, there were a number of market challenges that impacted trading, including a further decline in the UK schools business due to market funding constraints and a higher rate of decline in print-format sales of academic and higher education books. However, the Press continued to invest in incorporating new technologies and expanding its products and services to improve learning and research outcomes.

Market and sector strategies

The Press's Academic division continued to expand and enhance its digital offer, with approximately 79% of its turnover coming from digital products and services. Over 180m people visited the Oxford Academic platform – the Press's primary platform for hosting research content – while in Higher Education the sales of ebooks increased by 18% compared with the previous year.

In response to the ongoing development and adoption of AI technology, two AI-enabled search assistants were launched on Oxford Academic and the *Oxford English Dictionary* website, OED.com. Both assistants respond to natural language queries to support the research journey. Additionally, the Press launched *Oxford Law Pro*, a knowledge resource for legal professionals and researchers that brings together more than 9,000 journal articles and 600 peer-reviewed books from the Press's portfolio of legal publications.

The Press published the first titles in its new online series of original interdisciplinary research, *Oxford Intersections*. The series brings together research across the humanities and social sciences to address real-world challenges, and the first titles – *AI in Society* and *Racism by Context* – were curated by leading academics and global experts.

Furthering its commitment to open access, the Press announced plans to publish *Research Connections*, an open access journal aimed at improving global healthcare, increasing understanding of diseases and health conditions, and enabling developments in technology and treatments. It will be published in collaboration with some of the Press's affiliated societies and associations. The Press also piloted a new subscribe-to-open model for the *Max Planck Encyclopedias of International Law*. In total, the

Press now publishes more than 150 journals, 34,000 articles and 100 books open access.

To enhance its language data and expertise, thousands of new or fully revised senses were added to the *Oxford English Dictionary*, including 700 senses from global varieties, and each quarterly update of the OED website now includes examples from different World Englishes. Furthering discussion around language, worldwide media coverage was generated as part of the annual Word of the Year campaign. This year 'brain rot' was selected, driving conversation around the broader impacts of technology on learning and society.

Academic book publishing achieved several major industry prizes. Edda L Fields-Black won the 2025 Pulitzer Prize for History for *COMBEE: Harriet Tubman, the Combahee River Raid, and Black Freedom during the Civil War*. The title was similarly awarded the Gilder Lehrman Lincoln Prize – the second year in a row that one of the Press's authors has won the prize – while *Washington's Heir: The Life of Bushrod Washington* by Gerard N Magliocca won the Erwin N Griswold Prize from the Supreme Court Historical Society.

Through the Education division, the Press reached 58m learners across more than 160 countries. It continued to develop tools and educational resources that enhance the learning journey, both in the classroom and at home. In the UK, the Press published the latest edition of *Read Write Inc Fresh Start*, which included 34 updated modules and 18 new readers to help children in key stages two and three who may have fallen behind in reading. It also published *Essential Spelling and Word Knowledge* for years three to six, adding to resources launched previously for years three and four. The new resources included a complete teachers handbook to support teaching across all ages, and logbooks for pupils in years five and six.

The division continued to run its annual Children's Word of the Year campaign in the UK, with this year's word, 'kindness', selected by 61% of the children surveyed. The Press also announced a new four-book children's series, *The Diary of Wiska Wildflower*, from Harriet Muncaster, the author of the successful *Isadora Moon* series, which has been translated into 42 languages.

In South Africa, *Oxford Beyond Problem Solving* was created to help parents in supporting maths skills development, while the *Oxford Beyond Maths Revision* series – developed alongside educational technology specialist Reflective Learning – provides diagnostic tests and targeted interventions. Both products are offered in print and digital formats. In Hong Kong the Press's

print and digital courses for secondary maths were enhanced with an exercise practice platform, providing diagnostics, follow-up exercises, new question types, and personalised reporting.

The Press extended its reach across the world by supporting a major curriculum reform in primary maths in New Zealand, with products selected as approved resources for the new school year starting in January 2025. In Pakistan the *Essential* series in English, Maths, Science, and Social Sciences launched with the aim of providing high-quality resources at an affordable price. In South Africa the *Essential Letters and Sounds* (ELS) phonics programme was adapted to support the Press's work with the UNICEF-funded Literacy Intervention Programme in the Northern Cape province. The programme helps to train teachers to use ELS for English lessons with students whose first language is Setswana.

The English Language Teaching (ELT) division saw strong performance in many of its major markets, including Spain, Italy, Vietnam and Argentina. To expand its digital offer, further series were added to the Oxford English Hub, the division's primary platform for hosting English language teaching and learning materials. This brings the total amount of series on the platform to 24. The division also published the fifth edition of *English File*, one of its most successful English language courses, which has helped more than 28m people learn English. The new edition provides an enhanced skills syllabus, contemporary topics, digital tools and resources, and an assessment offer. Video is embedded into every lesson to help bring language learning to life.

The Press's English language assessment offer continued to expand. The *Oxford Test of English* – which assesses proficiency between A2 and B2 of the Common European Framework for Reference (CEFR) – achieved 46% growth in Spain. In Turkey both the *Oxford Test of English* and *Oxford Test of English Advanced* – launched in April 2024 for B2–C1 level on the CEFR – received national recognition. The Press also hosted an event at the Blavatnik School of Government, bringing together university leaders to discuss student recruitment and the importance of language learning that prepares students for real-life situations.

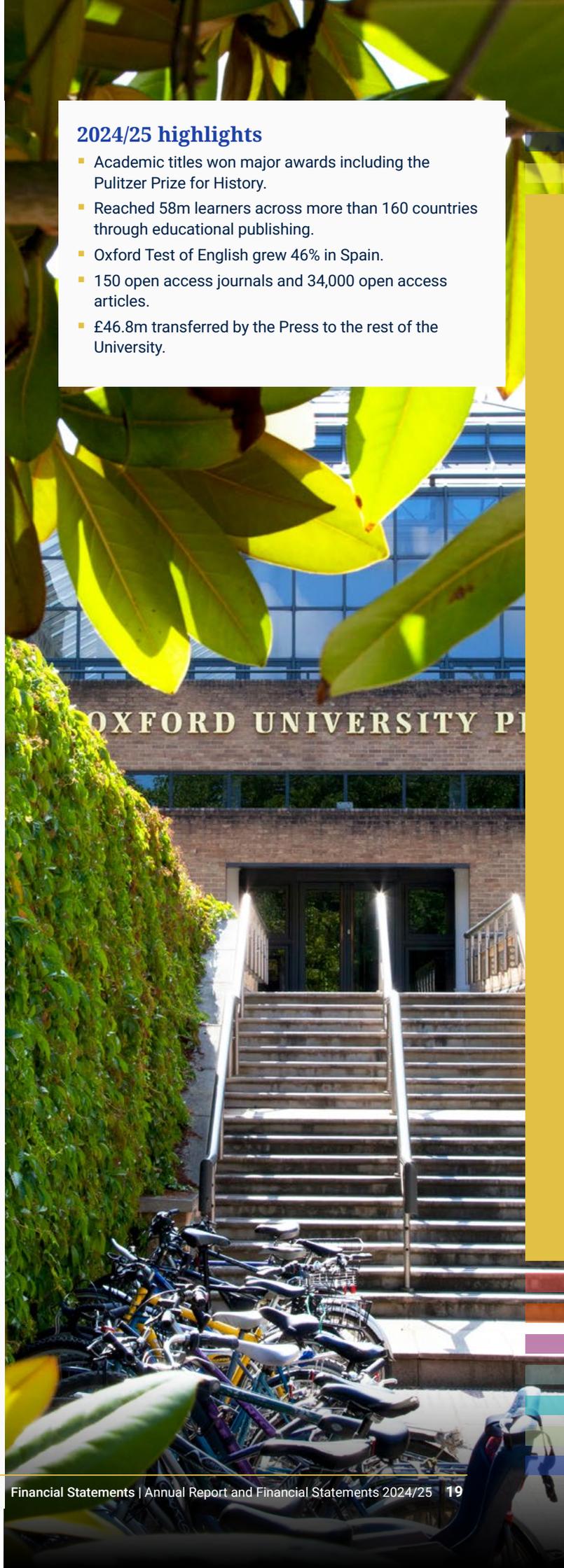
The *Oxford Test of English Advanced* was awarded Best Summative Assessment Project at the International e-Assessment Awards 2025, which celebrates excellence and innovation in using technology to enhance learning and assessment. It was recognised for its cutting-edge design, real-world relevance, and measurable impact on learning and institutions.

The Press worked with organisations across the world to increase the reach and impact of its English language learning. In Brazil it secured a landmark agreement for content provided and adapted by the Press to be licensed to FTD Educação, a leading publisher of educational resources. The agreement will deliver high-quality content to 100,000 students over three years. In Spain the Press worked with ONCE, the Spanish national organisation for the blind, to adapt its educational resources for people with visual disabilities. Press titles were converted into Braille and audio formats, and stored in the ONCE database of more than 82,000 resources.

The Press achieved a turnover of £841m, and transferred £46.8m to the rest of the University to support a range of research, scholarship, and educational activities.

2024/25 highlights

- Academic titles won major awards including the Pulitzer Prize for History.
- Reached 58m learners across more than 160 countries through educational publishing.
- Oxford Test of English grew 46% in Spain.
- 150 open access journals and 34,000 open access articles.
- £46.8m transferred by the Press to the rest of the University.



People

People are the University's most valuable asset: those who work, study and teach at Oxford today and those we look forward to welcoming to the University in the future.

Our strategic commitments

To attract, recruit and retain the highest-calibre staff.

To work towards an increasingly diverse staffing profile.

To support staff in personal and professional development.

Strategy

A key priority for the University is 'shifting the dial' on how we invest in our people. The University's People Strategy outlines our shared ambition to create an exceptional working environment for both current and future staff. The People Strategy is pivotal to the University's mission and an enabler of the Strategic Plan 2025–30.

The People Strategy focuses on three outcomes, which we are working towards over the next three academic years, 2024–27:

- a great place to work for all
- enabling talent to thrive
- high-quality people services supporting academic delivery.



The strategy brings together many of our existing priorities, including pay and conditions and the Academic Career and Reward Framework. Importantly, it also aligns with other University priorities, including:

- the strategic review of professional services
- the University EDI Strategic Plan, which is integral to all that we do.

Key priorities

Our commitment to pay and conditions

The Pay and Conditions Review, launched in 2023, was a landmark initiative to modernise Oxford's total reward offering. It set out to transform how we invest in our people, enhancing pay, benefits and the overall staff experience. The result was a five-year £129m commitment to a programme of 44 initiatives, with 16 approved for immediate delivery. This 'once in a generation' initiative reflects a cultural shift: placing people at the heart of everything we do, and creating a transparent, inclusive and sustainable reward framework that enables all staff to thrive at Oxford.

Key deliverables include:

- The introduction of the Oxford University Weighting.
- The award-winning Additional Paternity/Partner Leave scheme. Oxford now stands out as one of the few UK organisations providing substantial paid paternity/partner leave.
- A reimbursement scheme to cover the cost of the Skilled Worker and Global Talent visas and the NHS surcharge for new international staff.
- An annual onboarding event for new associate and statutory professors, starting in Michaelmas term 2025.
- A new Employee Assistance Programme.
- Free mental health training for all staff.
- A workload management programme designed to provide professional service managers with support, guidance and practical tools for managing workload and facilitating discussions about workload and wellbeing with their staff.
- Work with Oxfordshire County Council to produce their travel and transport strategy, which includes key initiatives from the Pay and Conditions programme.





Vice-Chancellor's Awards

Professor Irene Tracey announcing the Vice-Chancellor's Awards 2025 overall winner for outstanding contribution: Dinosaur Highways.



Prioritising wellbeing and safety

- The Thriving at Oxford Action Plan 2025-28, published in June 2025, builds on the 2024/25 plan to further support staff wellbeing and work-life balance. Key initiatives include free mental health training; a new Employee Assistance Programme, Spectrum.Life; and the development of a University-wide wellbeing framework through collaboration across divisions and departments.
- The University's EveryDaySafe programme continues to support a change in our safety culture towards action-oriented safety. That means empowering everyone to feel confident about the safety of their working environment and taking the right action to keep themselves and others safe.
- In 2024/25 the programme delivered new training for senior leaders; clarified management responsibilities for health and safety; initiated a biannual process for issuing policy statements and instructions; formed Safety Standards groups to inform best practice on risk management and mitigation; and hosted its second annual Safety Network Conference aimed at continuing to empower the University's Safety Network to make a difference in their area.
- There has also been increased attention on the University's highest health and safety risks. The University's Fire Update and Safety Enhancement (FUSE) was introduced to address significant risks around fire safety. In addition, actions have been taken to reduce the risks associated with biorisk management, occupational transport, overseas travel and work-related stress.

Improving the employee experience

There are several initiatives underway to improve the employee experience:

- A Human Resources Policy Review has been underway since October 2024, focusing on the University's grievance and harassment policies, procedures and related processes, underpinned by the relevant statutes. The review has undertaken extensive University-wide consultation. It has identified links to other strategic projects and begun shaping short-, medium- and long-term proposals for improvement to deliver more people-focused, streamlined and accessible processes.
- A mediation team has been formed to enable increased early intervention and resolution of employee relations issues.
- A new employee relations case management system has launched as part of the Customer Relationship Management Programme. The system provides benefits such as improved data to identify trends and feed back into policy development and training.

Supporting career development

In the past year great progress has been made to enhance career development opportunities for all staff.

- A draft Academic Career and Reward Framework has been developed in conjunction with staff across the collegiate University, in preparation for consultation in 2025/26. The framework is designed to enhance transparency, support academic progression and align Oxford's practices with those of its peer institutions.
- The innovative leadership programmes, Leading in Academic Research Environments (funded by Wellcome) and InSpires (delivered in partnership with Saïd Business School), began welcoming participants this year.
- New initiatives have begun to enable staff to easily and effectively develop and progress their careers at Oxford, which will lead to the release of an internal mobility framework and career pathways hub in Michaelmas term 2025.
- Work has also begun to embed Strategic Workforce Planning (SWP) across all staff groups at the University. SWP is a cornerstone of the University's long-term success; it will proactively anticipate short- and long-term goals to ensure we are positioned to meet the evolving needs of our academic and administrative functions. In the last academic year we have successfully developed and tested the SWP methodology.



Everyone belongs – equality, diversity and inclusion

- The Collegiate University EDI Strategic Plan, 'Everyone Belongs', launched in the 2024/25 academic year. Our ambition is for Oxford to be a collegiate university where everyone belongs and is supported to succeed; and for Oxford to lead on matters of equality, diversity and inclusion in society.
- Over the past year we have continued to advance equality, diversity and inclusion through the pursuit of our equality objectives, with encouraging progress towards our targets in some key areas, including the representation of women and Black and Minority Ethnic (BME) staff in senior roles.
 - Overall, women now account for 35% of academic staff, including 22% of statutory professors and 34% of associate professors.
 - Staff from BME backgrounds now account for 15% of members of Council, 9% of statutory professors and 9% of associate professors.
- We continue to progress key objectives of the Race Equality Strategy, including the prevention of bullying and harassment. This year we have introduced required harassment training for all staff, now taken by over 2,000 people. We continue to develop and grow the Harassment Advisor Network of nearly 500 members.
- We continue to progress Athena Swan across departments. As of March 2025 the University holds 43 department and faculty awards, including 4 Gold awards, 19 Silver awards and 20 Bronze awards.
- The Gender Pay Gap Task and Finish Group undertook an in-depth analysis of the University's mean and median gender pay gaps, and made a series of recommendations that are now being implemented.

High staff engagement – staff survey 2025

- The Staff Experience Survey presents an invaluable opportunity to understand the experiences of staff at Oxford, across all aspects of University life. Over 10,000 staff (63%) shared their experiences of working here; a significant increase from the 2023 survey.
- This year the University's engagement score (the degree to which staff feel connected to their place of work) of 74%, was 6% higher than the sector average, indicating staff pride in working here, strong collegiate relationships and high job satisfaction.
- Oxford compares favourably to other higher education institutions in a number of other areas of the staff experience, including leadership, wellbeing and workload; being managed; and inclusion.
- The results also identified areas where more work is required, such as preventing and handling bullying and harassment cases, perceptions of transparency in decision-making, openness of communication and opportunities for staff to contribute to change.



Recognition of people initiatives – 2024/25 awards

- 2025 Working Dads Employer Awards (Parenting Policies Award): in recognition of the University's Additional Paternity/Partner Leave scheme.
- Apprenticeship Employer of the Year (250+ employees), 2025 Oxfordshire Apprenticeship Awards.
- Technician Commitment Collaboration Fund Award: this national recognition reflects our commitment to valuing technical talent and fostering a more connected, collaborative culture across the University. It supports a joint initiative between Oxford, Cambridge and University College London to drive positive change in the sector.
- Technician Commitment Impact Award: recognising the University's progress in visibility, recognition, career development and sustainability, guided by Oxford's Technician Commitment Action Plan for 2024–27.
- 2025 UHR Award for Excellence in HR: shortlisted in recognition of the University's Pay and Conditions Review.

2024/25 highlights

- **Launch of the People Strategy**
We released the University's People Strategy 2024–27, setting out a shared ambition to create an exceptional working environment focused on three outcomes: a great place to work, enabling talent to thrive, and delivering high-quality people services.
- **Transforming pay and conditions**
The delivery of the landmark £129m Pay and Conditions programme continued, introducing key initiatives such as the Oxford University Weighting, enhanced family leave and visa reimbursement schemes.
- **Advancing equality, diversity and inclusion**
The University EDI Strategic Plan, 'Everyone Belongs', launched in the 2024/25 academic year. Our ambition is for Oxford to be a collegiate university where everyone belongs and is supported to succeed; and for Oxford to lead on matters of equality, diversity and inclusion in society.
- **Strengthening wellbeing and safety**
The Thriving at Oxford Action Plan 2025–28 was published, promoting wellbeing and work–life balance; expanding access to support via the new Employee Assistance Programme, Spectrum.Life; and advancing safety initiatives through the EveryDaySafe and Fire Update and Safety Enhancement (FUSE) programmes, ensuring a proactive and safe working environment for all staff.



Engagement and Partnership

Our research and education aims to benefit the wider public in Oxfordshire, across the UK and globally. To this end, we work in partnership with public, private, and voluntary organisations and our alumni to enhance public engagement and knowledge exchange.

Our strategic commitments

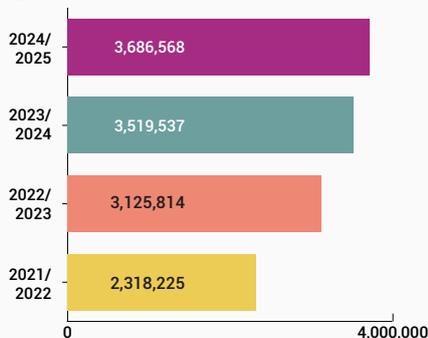
To work with partners to create a world-class regional innovation ecosystem.

To build a stronger and more constructive relationship with our local and regional communities.

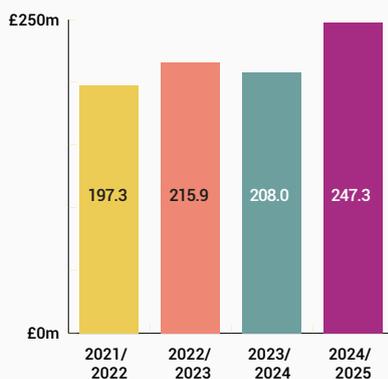
To engage with the public and policymakers to ensure our research and education have the widest possible relevance and impact.

To maximise the global social, culture and economic benefit derived from our research and scholarship through our international engagement.

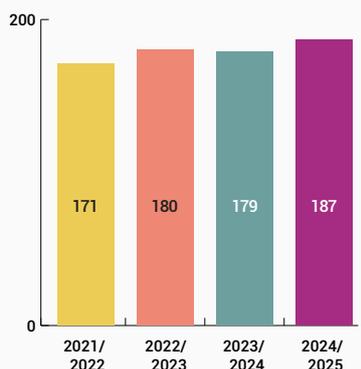
Number of visitors to University gardens, libraries and museums



Value of University's share of spinout companies



Number of active spinout companies



Social contribution

The University of Oxford provides annual grant awards to community projects, events and activities in Oxford through its new Community Partnership Fund. The grant scheme is based around 5 criteria, supporting proposals that:

- lead to meaningful and lasting community impact
- build sustainable interaction between the University and community groups
- respond to socio-economic inequality within Oxfordshire
- involve joint leadership by members of the community and members of the collegiate University
- include both financial and non-financial (eg space, expertise) aspects to the collaboration.

The scheme awarded £33,000 to 5 separate projects in 2025 including:

- Oxford Community Action to support children's access to cycling and swimming
- Oxford Hoops Basketball to support a partnership to enable young people to play basketball
- The Oxford Hub to support a new online community platform for Blackbird Leys and Greater Leys
- Oxford City Football Club to support a new classroom and educational space for joint educational delivery in Northway
- Oxford Preservation Trust to support delivery of Oxford Open Doors.

The new fund has launched an Expressions of Interest process, and established a committee to allocate funds in support of sustainable community-level collaboration. The University's Van Houten Fund has also provided a range of discretionary grants to support community engagement activities.

Representatives from the University regularly meet with representatives of the city and county to discuss coordination of communications to staff, students and local residents. This helps to increase awareness of the University's activities among the local community and keeps the University community aware of local concerns. We participate in a range of local partnerships, including the Future Oxfordshire Partnership, the Oxfordshire Inclusive Economy Partnership (OIEP), and the Oxford Strategic Partnership. The University signed the OIEP Charter and has been working in 2025 to operationally implement commitments relating to inclusive recruitment and social procurement, for example.



The Science Together programme supported community-led research projects, based on matching researchers and University staff with research challenges identified by local community organisations. Since starting five years ago, the programme has developed strong relationships with nearly 30 Oxfordshire organisations, and involved over 100 researchers and facilitators from across all divisions, reaching over 1,000 members of the community. This year 8 community-led initiatives focused on themes such as mental health support, inclusivity, wellbeing and skill development. Projects included interviews with refugees and asylum seekers to inform the development of client services, a holiday club for young people with Down's Syndrome, nature challenges as part of a primary school radio show, music concerts for people with dementia and their carers, and workshops exploring the use of local regenerative materials for affordable housing.

The University has involved students in a range of local and global impact projects. Its Sustainable Development Goals (SDG) Impact Lab supported and provided social impact training for a cohort of 20 undergraduates and 100 graduate students in 2025 to work with partner organisations to deliver the United Nations SDGs, both within Oxfordshire and around the world. Partner organisations have included BMW, Rosberg Philanthropy, UNDP, Lenox Park and a series of local schools and community organisations working with TAP Social, the Oxfordshire FA, the OIEP, OCA, Oxfordshire Community Land Trust, and Good Food Oxfordshire. During 2024/25 the University coordinated the Local Policy Lab in collaboration with Oxfordshire County Council and Oxford Brookes University, to support evidence-based public policy relating to the socio-economic underpinnings of health inequality in Oxfordshire, in support of the county's commitment to become a Marmot Place. A total of 12 students participated in 6 different collaborative research projects, each involving students, county officers and academic mentors; they delivered their findings at a showcase event at the Blavatnik School of Government.

The University continues to work with local schools to support opportunities for young people. During 2024/25 the Primary School-Oxford College Twinning Project included 12 Oxford colleges and primary school pairs. The Twinning Project, in collaboration with the Oxford Hub, pairs participating colleges with high-priority primary schools in Oxford; student and staff volunteers from the colleges invite children from their partner schools to the colleges to engage in extracurricular activities and academic learning sessions, as well as going into schools. During 2024/25 60 year 8 pupils from 6 state secondary schools in Oxford participated in the Oxford Young Sports Leadership programme, spending a day per week during term time at the University, with sports coaching in the morning, lunch in a college and then academic learning linked to sport in the afternoon.

During 2024/25 the University organised a series of high-profile community events, in collaboration with local partner

organisations. These included the Bannister Miles celebration organised by Oxford University Athletic Club and the University of Oxford, with support from Oxfordshire County Council and the Bannister family; this involved a community mile running event with more than 1,000 runners of all ages and abilities. On 5 July 2025, the University's Schwarzman Cultural Programme once again co-organised the Leys Festival with communities in Blackbird Leys and Greater Leys; it involved music, art, craft and sport.

In December 2024 the University published *Beyond Town and Gown: Towards a More Inclusive Oxford* as its first-ever local engagement report, detailing its social contribution in Oxford and Oxfordshire.

In addition to local community initiatives supported by the University, Oxford University Innovation (OUI) also supports and invests in social ventures. Since the programme began in 2018, it has now launched 18 social ventures – 10 of which have at least one female founder, – which address 13 different UN Sustainable Development Goals (SDGs). They cover themes from matching blood and organ donation to tackling poverty in developing countries.

Through leadership of the ImpactU consortium, which supports purpose-driven startups across UK universities, OUI backed the creation of 9 social ventures across 5 UK universities, investing £360,000 in companies addressing global challenges, with funding supported by Research England.

Over the past year the impact enabled by OUI is as broad as the University of Oxford's knowledge and research. It spans everything from mental health therapies co-developed with NHS partners, to student-led ventures tackling biosecurity, as well as initiatives deploying AI to help with the global energy transition. Taken together, these examples show how OUI continues to set the standard for impactful University innovation and its role in society. We know this kind of progress is only possible through continued, broad-based collaboration.

OUI continues its involvement in the Innovation Seed Fund, a joint initiative alongside the University of Oxford Africa Society and the Vice-Chancellor's Office. This sees three grants of £5,000 offered to support student-led projects driving research, social impact and entrepreneurship. The goal is to foster innovative and scalable solutions that tackle Africa's most pressing challenges.

The OUI Incubator is dedicated to nurturing student entrepreneurship. This year 35 students took part in our annual Student Entrepreneurs' Programme (StEP), delivered in partnership with Oxford Edge and EnSpire Oxford. A total of 10 student teams were created in StEP 2025, a month-long venture-building experience featuring intensive training, mentorship and pitching. The programme culminated in Medhesion, a biotech startup tackling post-surgical internal scarring, being named the winner for its standout innovation and presentation.

OUI 2024/25 data:

- 279 licence and ventures disclosures from the University (total disclosures since financial year 2000/01: 7,020)
- 961 Consulting Services enquiries from the University (total Consulting Services enquiries since 2008/09: 12,082)
- Total income in 2024/25: £33m*
- IP formally protected to support our licensing and venture creation activities: 93 new patents filed (total new patents filed since financial year 2000/01: 2,238)
- 1,173 commercial and non-commercial licensing deals, and 263 non-spinout companies with active licences (total licensing deals since financial year 2000/01: 12,394).
- Total new companies formed with OUI support: 19 including 15 new spinouts and 4 new startups (total new companies created since financial year 2000/01: 318)
- £34.2m seed funding raised in 2024/25
- £489.8m total investment raised in 2024/25
- 684 consultancy contracts executed (total consultancy contracts executed since financial year 2009/10: 7,318)
- 546 unique consultancy clients
- £18.5m* financial returns to the University and its researchers in 2024/25 (distributions of royalty and consulting income to the University, researchers and third parties with a contractual right to revenue sharing)

*Finances are preliminary results, unaudited.

Economic contribution

The University contributes £16.9bn per year to the UK economy, much of which is focused on the South-East of England and Oxfordshire, and the collegiate University as a whole is the second largest employer in the county.

OUI's activities play a central role in the University's economic contribution,

transforming knowledge and research into impact. Over the past year OUI has supported the creation of 19 new companies, including 15 spinouts and 4 startups. These companies are working in fields ranging from quantum technology and hydropower systems to cancer therapeutics, as well as innovations in making fashion more neuroinclusive and social media a healthier space. Every spinout and startup we support is a step towards a better future.

Since its formation in 1988, OUI has successfully launched over 300 companies that have collectively raised more than £7.8bn in investment, with £489.8m secured in 2024/25 alone.

In addition to these companies, we have facilitated 684 consultancy agreements and supported researchers and students by protecting intellectual property (IP) with commercial potential – we assessed new invention disclosures, filed 93 new patent applications and supported applications for translational funding.

OUI always aims to find the most suited partner to develop the IP to create the highest impact. Over the past 12 months, we have concluded 1,173 licensing deals (commercial and non-commercial), and of the commercial deals 66% were to existing companies.

OUI also manages the University Challenge Seed Fund (UCSF), the UK's longest continuously running proof-of-concept fund, which celebrates its 25th anniversary this year. Since its inception, UCSF has invested £18.5m across 316 projects, directly supporting the creation of 97 spinout companies.

Collectively, UCSF-backed companies have gone on to raise £2.97bn in venture capital, with 7 achieving listings on UK or US stock markets, and 3 being sold for more than £500m each: Natural Motion, YASA and MiroBio; an acquisition of \$1.5bn was announced in the summer of 2025 by OrganOx (August).

Oxford is fortunate to have access to this seed fund, and the data

demonstrates the power of well-targeted proof-of-concept funding to enable pathways to impact for early-stage research, derisking early-stage technologies and enabling access to commercial capital. Returns from the UCSF shareholdings go back into the fund to support the next generation of technologies.

2024/25 highlights

- In November 2024 OUI received the Commercialisation Achievement of the Year Award at the KEUK Knowledge Exchange awards, recognising their role in bringing the R21/Matrix-M™ malaria vaccine to market – a testament to our global reach.
- Oxford led the UK in spinout creation again in 2025, according to the Royal Academy of Engineering and Beauhurst, reflecting the strength of innovative ideas ready to be commercialised. Over the last three decades OUI has built a thriving pipeline of spinouts in key sectors including health tech and pharma, deep tech, quantum computing and climate.
- Over the past year OUI has celebrated the many achievements of its companies, including:
 - Organox winning the MacRobert Award from the Royal Academy of Engineering for its liver transplant medical device
 - Beacon Therapeutics closing a \$170m Series B to advance ophthalmic gene therapies developed in Oxford's labs
 - Theolytics securing funding for a Phase 1 trial of a novel ovarian cancer therapy
 - BioFragment, a student-led venture from OUI's Incubator, winning a prize at Stage Two, Europe's largest university pitch competition
 - Mixergy winning the King's Award for Enterprise in Innovation for its commitment to decarbonising homes and businesses.

Cultural contribution

The Gardens, Libraries and Museums (GLAM) play a key role in engaging the public and delivering the University's cultural contribution. GLAM consists of the Botanic Garden and Arboretum; the Bodleian Libraries including the Old Library and Weston Library with spaces open to the public; and 4 museums: the Ashmolean Museum, the History of Science Museum, the Pitt Rivers Museum and the Museum of Natural History.

In 2024/25 GLAM welcomed over 3.68m visitors to its public spaces, representing a 5% increase in visits from 2023/24. It was a notable year for the Ashmolean Museum as it welcomed 1,043,755 visitors, exceeding the 1m mark for the first time in 15 years. GLAM's sites are now some of the most popular attractions in the South East.

Throughout the year GLAM ran an exciting public programme of 38 exhibitions and displays in order to share and encourage engagement with its collections. Exhibition subjects ranged from the history of early radio broadcasting in the Bodleian's popular exhibition *Listen In: How Radio Changed the Home* to the work of Mary and William Buckland in the Museum of Natural History's *Breaking Ground* exhibition. Artists featured included Anselm Kiefer, whose early works were exhibited at the Ashmolean Museum, and Kadja Saye, whose silkscreen prints exploring her fascination with the migration of traditional Gambian spiritual practices were displayed at the Pitt Rivers Museum. Beyond exhibitions, GLAM ran over 1,600 public engagement sessions ranging from talks and lectures to workshops and courses.

GLAM's contribution also extends to schools, delivering 4,900 school sessions to 113,000 students from across Oxfordshire and beyond. In 2024/25 GLAM led 2,300 public engagement sessions to 108,000 people.

GLAM continued to develop its collections. In the autumn the Ashmolean successfully raised more than £4m to save the Renaissance masterpiece Fra Angelico's *Crucifixion*. GLAM also brought our collections to the world, with over 5,000 objects loaned to external institutions. To care for its collections, GLAM is developing

a state-of-the-art collections storage facility in Swindon. Groundbreaking took place in June 2025, with anticipated building completion in late 2026.

GLAM both supports and leads research, with 106 published research outputs in 2024/25, an increase of 16% on 2023/24. This year over 50% of the research applications that received funding decisions have been successful.

Innovative research projects led by GLAM this year have captured the public's imagination, such as: when researchers at the Museum of Natural History and the University of Birmingham uncovered over 200 fossil footprints in a quarry in north Oxfordshire that included footprints from the ferocious Megalosaurus; when the Bodleian used innovative technologies for the first time to decipher text preserved on papyrus scrolls from the ancient site of Herculaneum; and when a team of botanists from Oxford and the University of the Philippines Los Baños named a beautiful new species of lipstick vine discovered in the Philippine rainforest.

GLAM continued to provide a vital service to its users and the academic community. The Libraries saw a record use of their digital resources, with nearly 20.5m searches made on SOLO, the University's library catalogue, a 25% increase on the previous year. Reader satisfaction with the Bodleian's services remained high, with students ranking it as the top-rated UK University library in the 2025 National Student Survey. A key initiative this year has been the development of the Bodleian's new Humanities Library in the Schwarzman Centre for the Humanities, opening in the 2025/26 academic year.

GLAM's work this year has been award winning, with GLAM projects winning 3 Vice Chancellor's Awards: the Teaching and Learning Award for the Diversity in Death and Dying project, the Making a Difference Globally Award for the Pitt Rivers Museum Maasai Living Cultures project, and the Vice Chancellor's Award for Outstanding Contribution for the Museum of Natural History's Uncovering Oxford's Dinosaur Highway project. GLAM was also highly commended for the Operationalising GLAM's Carbon Footprint Data project. The Pitt Rivers Museum also won Partnership of the Year at the 2025 Museum and Heritage

awards for its Maasai Living Cultures project.

2024/25 highlights

- GLAM's work this year has been award-winning: GLAM projects won 3 Vice Chancellor's Awards: the Teaching and Learning Award for the Diversity in Death and Dying project, the Making a difference globally award for the Pitt Rivers Museum Maasai Living Cultures project and the Vice Chancellor's Award for Outstanding Contribution for the Museum of Natural History's Uncovering Oxford's Dinosaur Highway project. GLAM was also highly commended for the Operationalising GLAM's carbon footprint data project.
- Pitt Rivers Museum also won Partnership of the Year at the 2025 Museum and Heritage awards for its Maasai Living Cultures project.
- Richard Ovenden, Bodley's Librarian and the Helen Hamlyn Director of the University Libraries – and Head of GLAM – was awarded an Honorary Fellowship of the British Academy and of the Royal Society of Literature, and has also been awarded the Royal Society of Literature's prestigious Benson Medal.
- In March 2025 the Bodleian Libraries celebrated the tenth anniversary of the Weston Library, the home of its outstanding special collections, and a space with public engagement at its heart. Over the last 10 years the library has presented 234 public events and hosted many notable exhibitions, including *Armenia: Masterpieces from an Enduring Culture* (2015), *Tolkien: Maker of Middle-earth* (2018), and *Kafka: Making of an Icon* (2024).
- Public satisfaction with GLAM remains high, with 95% of visitors to GLAM institutions rating their visit as either good or very good.
- GLAM generates commercial income through a variety of income streams including retail, catering, venue hire, publishing and licensing. In 2024/25 GLAM generated £10.2m in commercial revenue.

Resources

Oxford University benefits from the careful stewardship of resources by previous generations. Ensuring financial and environmental sustainability is an essential pillar of the University's strategy.

Our strategic commitments

To manage our resources to ensure the collegiate University's long-term financial and environmental sustainability.

To provide an environment that promotes world-class research and education while minimising our environmental impact, conserving our historic buildings, and improving our space utilisation.

To continue to invest in our information technology capability to enhance the quality and security of our research and education, and to streamline our administrative processes.

To raise funds to support the very best students, invest in our staff and their work, and provide new resources and infrastructure.

Estates

The University aims to deliver a world-class estate, with facilities of a consistently high standard to support continued academic excellence and progress towards its sustainability targets. It is also exploring ways to make better use of technology and data to improve building maintenance and operation. This aligns with its efforts to reduce carbon emissions, make processes more efficient and use resources more effectively.

The Schwarzman Centre for the Humanities opened to staff, students and the public in October 2025. The building brings together 7 of the 10 humanities faculties with superb spaces for teaching, research and outreach. It also includes a new Bodleian Humanities library, a 500-seat concert hall (known as the Sohmen Concert Hall), a theatre, a 'black box' experimental performance space, an exhibition space, a cinema and dedicated school outreach facilities.

The building will also be home to the Bate Collection of Musical Instruments, the Institute for Ethics in AI, and the Oxford Internet Institute. It is designed to be comfortable all year round while using very little energy for heating and cooling, and is on track for certification under the Passivhaus standard for highly energy-efficient buildings by the end of 2025. It was made possible by a £185m donation from Stephen A. Schwarzman – the largest donation in the University's history.

Another flagship project, the £200m Life and Mind Building (LaMB), officially opened at an event in November 2025, following handover to the University

earlier in the year. Delivered under the joint venture with Legal & General (L&G) to host the departments of Biology and Experimental Psychology, it offers almost 25,000m² of transformative spaces for teaching, research, innovation and public engagement, where leading scientists from around the world will further our understanding of life and mind, and work together to tackle global challenges.

Further projects are also proceeding through design under the L&G partnership, which aims to enable the University to achieve its goals of building world-class innovation districts, as well as new staff housing and graduate accommodation. Plans for an innovation district around Begbroke Science Park (including around 1,800 new homes, science and innovation buildings, a school and other community facilities) continue to advance, as does the longer-term vision to transform the Osney Mead industrial estate. A planning application is being prepared for the L&G-funded redevelopment of former graduate accommodation at 25 Wellington Square into a new academic facility.

Projects outside the partnership have also progressed strongly. The Saïd Business School's new Global Leadership Centre is expected to open in 2026 after the transformation of Osney Power Station into a dedicated executive education facility; this will help train the next generation of leaders so they can have a positive impact both within their organisations and at societal and global scales.

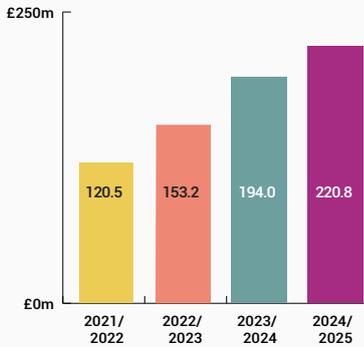
Two significant biomedical science buildings are underway at Old Road Campus. The £35m Global Health

Building is approaching completion, with the main structure finished in the summer of 2025 and opening planned in 2026. Nearby, work on the Pandemic Science Institute, a major new facility for pandemic and vaccine science, started in the summer of 2025, with opening planned in 2028. The teaching and research that takes place in both buildings will save lives and improve health all over the world.

Finally, following extensive consultation, in July 2025 Oxford Health NHS Foundation Trust submitted a planning application to redevelop the Warneford Hospital site in line with the vision jointly created by the Trust, the University and a philanthropist who is providing vital support for the project. Warneford Park will include a mental health hospital, a medical science-focused new postgraduate college, space for private-sector collaborators, and research facilities for the Department of Psychiatry and related disciplines.

Alongside the exciting additions to the estate that these major new construction projects represent, the University devotes significant resources to managing and maintaining legacy buildings to ensure they remain safe, comfortable and fit for their purpose. This ranges from preventative work to keep buildings and their systems running smoothly, to more significant upgrades and ultimately to major refurbishments aimed at bringing older facilities up to modern standards of comfort, compliance and sustainability. Our goal is to provide facilities that support world-class academic activity today while also being flexible enough to adapt to future changes in our requirements.

Capital additions to property, plant and equipment



Development and Alumni Engagement (DAE)

Over £220m in new one-off cash gifts and pledged commitments was raised for the University during the financial year 2024/25. Thanks to the generosity of our donors, it has been a continued period of excellence for philanthropy at Oxford.

DAE has continued to attract large gifts, which are instrumental in strengthening the University's long-term academic mission. We have also seen an increase in the quantity and value of mid-level gifts, which contributes significantly to broadening Oxford's financial base. Substantial support has been received for each of the divisions and GLAM for research, scholarships, posts and investment in new resources.

One such example is support for the Ashmolean Museum, which successfully raised £4.48m to secure the acquisition of Fra Angelico's exquisite *Crucifixion* for the public. The acquisition has been made possible thanks to lead donations from the Ashmolean's Chairman, the Lord Lupton CBE, and David and Molly Lowell Borthwick; major grants from the National Heritage Memorial Fund, Art Fund and the Headley Trust; the generosity of over 50 major donors; and a successful public appeal. The magnificent work was at risk of leaving the country, but this artwork of national importance now remains in the UK.

Over the course of the last 12 months, 44 gifts of £1m and above have been committed to the University. £68m has been given towards academic posts, £27m for student support, and the University's endowment has received a cash injection of over £44m.

A generous gift from the Paul Foundation will establish the new Centre for Emerging Minds Research, endow its senior leadership roles, and provide graduate scholarship funding. The new centre will focus on achieving better mental health outcomes for children, young people and families.

Further areas that have received an important boost from philanthropy include:

- The endowment of Bodley's Librarian and Director of University Libraries thanks to the generous philanthropic support of the Helen Hamlyn Trust, which has been a strong supporter of the Bodleian Libraries over many years. This funding will ensure the permanence of the role - the most senior at the Bodleian Libraries – and support the sustainability of the libraries into the future.
- Funding for the Arnell Associate Professor of Greenhouse Gas Renewal from Jamie Arnell and family, a key post both in the Smith School of Enterprise and the Environment, and in the global effort to remove excess greenhouse gases from the atmosphere.
- The establishment of the Koch History Centre with funds from Richard Koch, based in the History Faculty, and Wadham College, which will provide a home for the pursuit of world-class historical research.
- The endowment of the Denys Firth Scholarship in theoretical physics, made possible by Denys Firth, providing support for exceptional DPhil students pursuing advanced studies at one of the world's leading physics departments.
- The Besroure Centre for Global Primary Care, supported by the Fondation Docteur Sadok Besroure, is aiming to improve access to high-quality, evidence-based primary care worldwide.
- Programmes supporting pandemic resilience; women's leadership programmes at the Saïd Business School; digitising the Bodleian's Tolkien archives; and a wide range of scholarships for undergraduate and graduate students across the University.

Information technology

The University's Digital Transformation programme has been progressing throughout 2024/25, establishing and cementing a new governance structure as well as the design of an independent digital governance unit. Major work has been undertaken in the areas of AI, identity management, a new CRM solution and an underpinning data strategy. In common with most organisations we are expending significant efforts to protect ourselves against cyber threats. We are also progressing the new operational model for digital services delivery based around the principles of product management. Each academic division now has a head of technology in place, and these also form the core membership of a cross-University shared leadership group. Delivery of the digital education strategy has progressed with a new undergraduate admissions capability, the digitisation of many student processes and the rollout of the new MyOxford student app. Similarly, research infrastructure to support computation and data have been advanced, and the first element of the new Research Management Services was successfully piloted and adopted. We have also strengthened our relationships with key vendors, most notably entering into a strategic partnership with Microsoft and OpenAI to help us achieve more effective and efficient use of their technologies to support key initiatives.





Professional services

The University's professional services support Oxford's core mission of education and research according to shared principles that put people, quality and collaboration at the heart of everything we do.

In 2025 professional services celebrated the third anniversary of Professional Services Together (PST). This programme was launched to improve how professional services work across Oxford to support the University's academic mission. It aligns professional services across the University around a collective ambition for how services should work, and provides strategic direction and structured pathways for considering and making positive changes that embed our shared principles.

During 2024/25 we continued to deliver a number of initiatives under the PST umbrella, including:

- Communities of practice
- Continuous improvement tools and methodologies
- The Professional Services Leadership programme
- End-to-end service reviews, including in information compliance and research finance management.

Strategic review of professional services

In 2024/25 the University began implementing the Strategic Review of Professional Services, following an analysis phase in 2023/24.

Recommendations arising from that review, which have been agreed by Council and are now underway, include:

- agreement to principles for service design, to ensure the University's services develop and change consistently in future
- the creation of a shared leadership model across University, divisional and departmental areas, that will ensure a more collective approach to leading and managing professional services
- agreement to the strategic oversight of professional services to ensure services are delivering in line with the University's needs.

Implementation of these recommendations will help the University deliver measurable improvements in effectiveness and efficiency across our professional services.

Transforming our People and Finance services

An ambitious transformation programme began to improve, modernise and future-proof our People and Finance services, including systems and technology, processes, ways of working, behaviours, roles, data and tools. This initiative aims to empower staff and help us work together to deliver efficient, modern and consistently excellent support for our academic mission. During Michaelmas term 2024, focus groups contributed valuable input that shaped the team's priorities and helped clarify the anticipated benefits as our approach was further developed.

The Life and Mind building opened in October 2025. The new home for Biology, Experimental Psychology and the Ineos Oxford Institute for antimicrobial research (IOI), the building will bring together 1,400+ researchers and students to tackle global challenges – from mental health to climate change.

Environmental Sustainability

The University's Environmental Sustainability Strategy is now in its fifth year of implementation. Thanks to the dedicated efforts of the Environmental Sustainability Subcommittee, the team at Estates Services and the wider University community, meaningful progress is being made across all areas of the strategy.

Advancing sustainability at Oxford: annual highlights

The University's Environmental Sustainability Strategy sets out a 15-year journey to deliver net zero and biodiversity net gain by 2035. Thanks to the dedicated efforts of the University community, meaningful progress is being made across all priority areas. The strategy is now in its fifth year of implementation and is undergoing a planned periodic review. This is focused on the lessons learnt from the initial phase of implementation and the pace of change now required to deliver the University's targets.

Biodiversity and nature

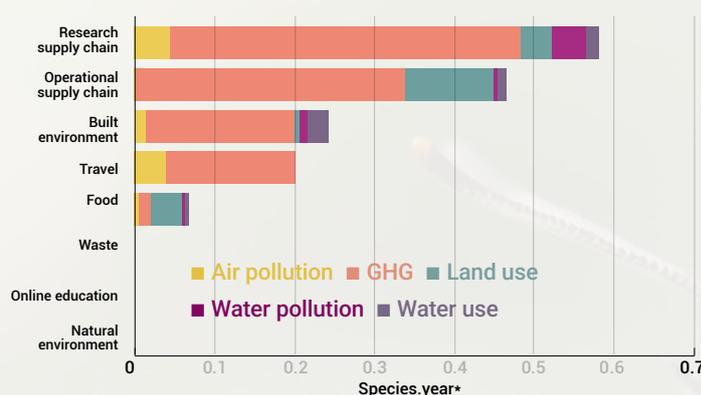
To ensure that our assets are managed effectively for biodiversity and in a unified manner, the Oxford Green Estate group has been established to oversee 23 University-owned green spaces. Under its stewardship, the Oxford Sustainability Fund is supporting several nature restoration projects across the University estates, including at Park Farm in Marston, where work is being carried out to enhance Site of Special Scientific Interest habitats. This includes a habitat management plan for the rare Brown Hairstreak butterfly.

The University has continued to measure the impact of its supply chain on biodiversity. Greenhouse gas emissions and land use changes are the largest drivers of this biodiversity loss.

Data from our 2022/23³ financial year demonstrates that the University's impacts showed a slight decrease from 2021/22. However, this difference may be due to fluctuations in supply chain spending and uncertainties in the methodology and underlying dataset.

Data continues to show that research supply chains are the University's biggest cause of biodiversity loss, followed by operations. The University reports its biodiversity impact with a delay of one to two years due to the time required to produce the necessary datasets used in the analysis.

Figure 1. The biodiversity impact of the University's activities by environmental pressure



Species.year is a comparative measure of biodiversity impact. It is based on the proportion of local species that would be lost, relative to the number that exists currently (see J Bull et al (2022) for more information).

In the past year, an additional comprehensive assessment of the state of nature across the University's estate was carried out. This assessment is based on the government's Department for Food and Rural Affairs Biodiversity Net Gain (BNG) metric, which is a statutory measure that came into law subsequent to the University's strategy. Wytham Woods comprises 320ha of woodland and is considered irreplaceable under this BNG metric.

This work will contribute to the baseline against which the University will measure progress towards its strategy target, as will a new policy that University development projects target twice the statutory BNG requirement. The strategy target has a wider scope than BNG that also includes operational and supply chain impacts.

³ The University reports its biodiversity impact with a delay of one to two years due to the time required to produce the necessary datasets used in the analysis.



Heat decarbonisation

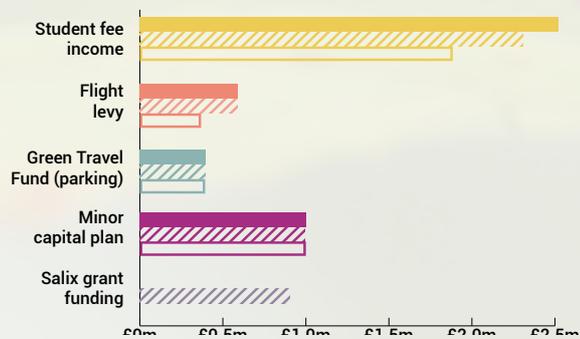
District heating has the potential to eliminate over 30% of the University's Scope 1 emissions and is a key commitment in the Environmental Sustainability Strategy. Progress has been slower than anticipated due to the complexity of such a large infrastructure project, but close collaboration is ongoing with Oxford City Council, the colleges and other local stakeholders to investigate a city-wide solution.

The completion of the Schwarzman Centre for the Humanities is a prominent sustainability milestone in the University's capital plan delivery. The centre is designed to use very little energy for heating and cooling and is on track for certification under the Passivhaus standard by the end of 2025.

The Oxford Sustainability Fund is now well established and has allocated £3.5m to support energy efficiency projects and feasibility studies, paving the way for improvements across more than 200 University buildings.

OSF funding

□ 2022/23 ▨ 2023/24 ■ 2024/25



Oxford University Sport has benefitted from a £176,000 investment in 272 solar panels covering the swimming pool roof. The installation is expected to drastically cut emissions, provide almost a quarter of the pool's energy needs, and will pay for itself within eight years.

'This project significantly increases the generation capacity previously installed as part of the Acer Nethercott Sport Hall project and clearly signals our department's ongoing commitment to supporting the University's Sustainability Strategy.' Jon Roycroft, Director of Sports

Saïd Business School's heat pump project, also funded by the Oxford Sustainability Fund,, completed its first year of operation. Combined with optimisation of the building management system, the project has contributed to a significant 40% reduction in Scope 1 and 2 carbon emissions for the building.

'The pioneering air source heat pump project was delivered through close collaboration between Saïd Business School, Oxford University Estates Services and our trusted partners. It marks an important milestone in our journey towards net zero carbon. The significant and immediate emission reductions achieved reinforce our conviction that prioritising decarbonisation and investment in on-site low-carbon energy solutions is more impactful and enduring than reliance on offsetting.'

Ian Downie, Director of Estates, Saïd Business School

Power purchasing changes

Significant changes to the Greenhouse Gas reporting protocol covering the purchase of electricity are under consultation. The UK is also entering a period of energy system change driven in part by energy market reform, the government's Clean Power 2030 Action Plan and the establishment of GB Energy.

Considering this rapidly evolving landscape, the University's Planning and Resource Allocation Committee paused the purchase of zero carbon energy certificates, and a long-term energy procurement strategy will be aligned with developing guidance.

The short-term impact is an increase in the University's market-based Scope 2 emissions for this reporting year. An ongoing independent carbon accounting review, which will expand the scope of emissions reported to align with the Standardised Carbon Emissions Framework, has also increased reported Scope 3 emissions. This comprises more granular student travel and supply chain data than has been reportable in previous years. Continuously improving supply chain emissions data and mitigations will be a key focus going forward.

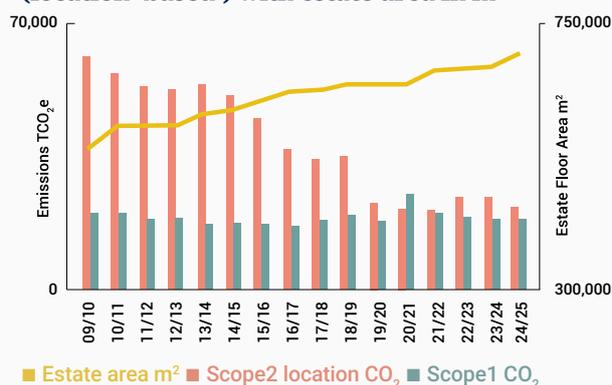
Carbon emissions data

Scope 1, 2, and 3 carbon emissions data in tonnes of CO₂e from 2021/22 to 2024/25 (market-based emissions⁴)

	2021/22	2022/23	2023/24	2024/25
Scope 1	19,854	18,860	18,218	18,468
Scope 2	0	0	0	18,052
Scope 3	230,823	251,574	250,876	267,542

The University remains committed to its 2035 net zero target, and the last 15 years of data shows a positive decarbonisation trajectory for Scope 1 and 2 emissions relative to the estate, which has grown 24% over the same period. Although progress on decarbonisation is being made, the ambitious targets within the University's Environmental Sustainability Strategy will require the pace of change to be accelerated. Unlocking this step change will be a clear focus of the ongoing fifth-year review of the University's 2035 Strategy.

Scope 1 and 2 carbon emissions in tonnes of CO₂e (location-based⁵) with estate area in m²



Engagement with our staff and student community is critical to all the University's sustainability activities. Over 500 teams of volunteers in departments, colleges and laboratories delivered environmental action through the Laboratory Efficiency Assessment Framework (LEAF) scheme and Green Impact, reaching staff and students across the collegiate University. Additionally:

- The Estates Services team trained over 180 event and building managers in sustainability.
- Engagement with biodiversity on University green spaces grew (recorded on iNaturalist, a web-based citizen science platform). Around 1,500 people took part, logging 4,500 observations.
- The University's Gardens, Libraries and Museums trained 75 colleagues in carbon literacy, helping embed that 'every job is a climate job'.
- The LEAF programme, which provides a standardised framework with actions and resources for laboratories to reduce their impact including assessment and certification, continued to grow impact. The number of LEAF-registered laboratories has risen to over 400 across all academic divisions. Each of these is estimated to save about £3,700 and reduce emissions by 2.7 tonnes of carbon dioxide equivalent (tCO₂e) annually.

'The response of the Oxford community to new sector requirements for environmental sustainability has been swift and impressive, thanks to the active engagement of principal investigators and to strong collaborative working across departments, divisional offices, and central services – all signaling a positive shift in how we deliver culture change at scale.'

Dr Tanita Casci, Interim Director of Research Services

Education and research

The Vice-Chancellor's Colloquium on Climate expanded significantly in 2024/25, engaging over 300 students. The colloquium offers students a unique interdisciplinary extracurricular learning opportunity, and is delivered by Oxford Lifelong Learning in partnership with the Environmental Sustainability team.

On Earth Day (22 April 2025), the Public Affairs Directorate launched a Climate and the Environment campaign to share the breadth and depth of the University's sustainability research. This campaign showcases the University's contribution to understanding the world around us, exploring

⁴ Scope 2 market-based emissions include the impact of certificate backed zero carbon electricity procurement in the reporting year.

⁵ Scope 2 location-based emissions are calculated at the prevailing carbon intensity of the UK electricity grid.

solutions to the climate and biodiversity crisis, and influencing decision-makers at all levels of government. The campaign will run through the UN COP30 meetings in Brazil and then serve as a repository of our sustainability research.

World Environment Day (5 June 2025) saw the University co-host the Right Here, Right Now Global Climate Summit, with UN Human Rights, the International Universities Climate Alliance and 9 other universities around the world. In addition to a 24-hour global livestream, 36 events took place over the week hosted by departments, colleges, and community partners.

In 2024/25, the Environmental Sustainability team also launched a new small grants programme to fund research and education projects that advance the Environmental Sustainability Strategy. Recipients represented all divisions, as well as the Students Union. One of the funded projects is hosted by the Department of Biology, and involves a recent graduate continuing their master’s research exploring the biodiversity impacts of Oxford’s supply chains and identifying opportunities for mitigation.

Travel

The University’s new Local Transport Strategy was approved in late 2024. It applies until 2029 and is backed by £2m of funding. The strategy aims to cut deaths and serious injuries from collisions by improving safety for pedestrians and cyclists. It encourages people to build sustainable modes of transport into their routine without feeling they are putting themselves in danger.

In support of this, the Sustainability team hosted hundreds of students, staff and community members at two Vision Zero events to promote road safety. Free bicycle safety training was also delivered to 360 staff and students, funded by the University’s Green Travel Fund.

The flight levy has been in place for three years, and the table below shows the trend in flights across this period. While both flights and emissions increased sharply from year one to year two, this is in line with the post-COVID return to normal operations, and this trend has slowed over the last year.

In 2022 the University’s Travel Policy set a target to reduce emissions by 20% to 24,000 tCO2e against the 2018/19 pre-pandemic baseline of 30,000 tCO2e. This target has been met. While the number of flights has increased in 2024/25, the emissions have reduced due to a reduction in long-haul flights and in distance flown. The income the levy generates is paid into the Oxford Sustainability Fund, and this has so far raised £2m to support sustainability projects across the estate.

	2022/23	2023/24	2024/25
Number of flights	13,000	14,500	15,000
Total emissions	18k tCO2e	25k tCO2e	24k tCO2e
Flight levy revenue	£541k	£750k	£720k

An assessment revealed that our estate includes 24 different habitat types, including over 550ha of woodland and over 550ha of grassland. Wytham Woods comprises 320ha of woodland and is considered irreplaceable under the BNG metric.

Emerging Trends

We monitor internal and external developments that may shape Oxford's future. Trends are assessed for materiality to our mission and are linked to strategic plan themes, KPIs and risks.

Global context

Geopolitical risks and global challenges such as rapid changes in technology, climate change and threats to democracy provide opportunities and challenges to our mission of teaching and research, and of disseminating knowledge by any means.

Through the cultivation of international partnerships, the University is able to collaborate and share knowledge for the global public good. The University is focused on growing international leadership and global impact by developing new research partnerships that accelerate research and impact at scale, while also exploring new models of partnership with the private sector through relationships such as with the Ellison Institute of Technology.

Shifts and emerging trends within the global higher education landscape are creating new opportunities for the UK to further enhance its appeal as a destination for talented students and researchers. At the same time, recruitment patterns have been influenced by broader economic pressures, highlighting the importance of diversifying and strengthening the University's engagement with a wider range of international markets.

Local and national economic environment

Broader UK economic issues such as the ongoing impact of the cost-of-living crisis and continued inflation above the 2% Bank of England target affect the national and local economic environment. Increased employer costs for National Insurance contributions and national minimum wage increases have put significant pressures on many businesses and charities.

The government support for an Oxford to Cambridge growth corridor and the Oxford Growth Commission provide a significant opportunity to partner with regional stakeholders (local authorities, local communities, universities, NHS, corporates and the third sector). The University is a key member of the Oxford Growth Commission, which was formed to support how best to unlock and accelerate growth in Oxford and Oxfordshire, especially in the context of the growth corridor. We expect this to accelerate inclusive economic growth across the region by co-creating and promoting a vision for Oxfordshire as a globally leading innovation ecosystem.

Financial sustainability of the higher education sector in the UK

The higher education sector currently faces many financial challenges. Although set to increase, undergraduate fee levels have not kept pace with the real cost of provision over many years. More than two in five higher education institutions forecast a deficit for 2024/25 in data released in May 2025. Many universities have announced redundancies and cost-cutting measures. Oxford is in a financially strong position but is not immune to such challenges.

The recently announced International Student Levy of £925 for each overseas student from 2028/29 onwards will create additional uncertainty. While the extent of its impact will depend on how costs are distributed, if institutions absorb the levy rather than passing it on to students, this could create further financial pressures across the sector. Also announced was a maintenance grant of up to £1,000 for the most disadvantaged students, similarly set to commence in 2028/29.

The anticipated levy would exacerbate existing financial challenges, estimated to take almost £200m a year out of Russell Group universities in England, with knock-on impacts for their ability to support students, research and local communities. Oxford is working collaboratively with other UK universities, within and beyond our region, to support the overall success and sustainability of UK higher education.

Work to strengthen our national policy engagement and impact in Westminster and Whitehall is also ongoing, aimed at improving the interaction between researchers and policymakers. Through greater presence in London and building our relationships within Westminster and Whitehall, we seek to increase our ability to influence future government policy.

Revenue diversification is also key to successfully navigating these financial challenges, and represents an area in which Oxford has thrived. The University's success in the creation of spinouts demonstrates one of the ways the University has diversified its income streams, with the recent \$1.5bn acquisition of OrganOx representing the largest ever acquisition of an Oxford University spinout company. This technology changes lives by keeping donor livers functioning outside the body, and has already enabled more than 6,000 successful transplants worldwide. This followed the US quantum computing leader IonQ's announcement of the acquisition of Oxford Ionics in a deal worth \$1.1bn in June 2025.



Demographic changes

Demographic changes alter the nature of demand for education and learning. As population growth among young people slows, and as the labour market demands more continuous learning and reskilling, there is greater demand from older age groups.

Oxford is seeking to address such concerns by highlighting graduate outcomes, strengthening employability support and broadening routes into study. The University has published research evidencing the long-term career benefits of its degrees, particularly in the humanities, and provides extensive careers services to help students build transferable skills valued by employers.

The UK government is introducing the Lifelong Learning Entitlement (LLE) from 2025, alongside an online education hub to help learners navigate opportunities. The LLE will provide individuals with access to loan funding, which can be used flexibly for degrees, shorter courses or modular study. The online hub will serve as a central platform, allowing learners to search for and enrol in approved courses, with the option to combine modules from different institutions over time.

Oxford's Lifelong Learning has a 150-year history as a provider of part-time adult learning, and extends the reach and impact for those who wish to experience the quality of an Oxford University education. As both employers and learners clearly state that education needs to be regarded as a lifelong endeavour, Oxford Lifelong Learning helps to reflect the transformative power of learning throughout life.

Research funding

The Research and Development (R and D) budget for 2025/26, and the four-year R and D budget announced in the government's 2026–30 spending review, show that the UK government is committed to protecting the levels of R and D investment, though the budget now includes the costs of Horizon Europe association, and contains a 41% increase in the Ministry of Defence's R and D budget to 2029/30.

QR funding from Research England for 2025/26 will remain unchanged from 2024/25 and has been declining in real terms since 2021/22. Research England is undertaking a review of its formula-based research funding, anticipated to continue until 2030. Alongside this review, they will introduce reporting for the sector to provide accountability for formula-based research funding to government, and are piloting an evidence-gathering process for 2025/26.

Research financial sustainability pressures are still increasing, as reflected in the latest 2023/24 Transparent Approach to Costing data from the Office for Students on behalf of UK Research and Innovation. The sector's research deficit has risen by £753m to £5,367m, primarily driven by increased staff costs and inflationary pressures on estates and research facilities.

The UK association with Horizon Europe in January 2024 has prompted strong engagement from UK researchers, including Oxford researchers, reinforcing the University's aim to regain its status as a leading recipient of EU research funding. Negotiations have started in Brussels on the budget and design of Horizon Europe (2028–34).

The next Research Excellence Framework (REF) will publish results in December 2029. Universities are required to submit their REF Code of Practice in 2026, detailing how they will determine the size of their submission and select research outputs. Alongside several other UK funders, Wellcome and Cancer Research UK signed the Concordat for the Environmental Sustainability of Research and Innovation Practice, requiring research groups to obtain sustainability accreditation to remain eligible to receive funding.

Research and innovation

The government's 10-year Industrial Strategy, focused on 8 growth-driving sectors, is influencing research and innovation policy. UKRI is administering a new Global Talent Fund for selected UK universities (including Oxford) to recruit and embed teams of international researchers working in growth-driving sectors; the sector is expected to use the innovation funding they receive to support increased business engagement and commercialisation, boost local economic growth, and encourage entrepreneurship. Furthermore, the government has committed £2.5bn to infrastructure investment (notably the East West Rail) linked to the Oxford–Cambridge growth corridor. With its new Innovation, Engagement and Impact Strategy, the University is well positioned to align its capabilities with these corridor priorities.

The use of generative AI (GenAI) in research is becoming increasingly common and recognised by funders such as UKRI and Wellcome, who have published policies, and many academic publishers. The University has published a policy on using GenAI in research to enable and support the safe and productive use by the Oxford research community. The University has also established strategic AI partnerships (eg with OpenAI, the Ellison Institute of Technology and the UK government), and through better co-ordination and integration of AI research across academic disciplines, aims to attract high-calibre funding and researchers to maintain its international reputation in AI research and respond to the challenges and opportunities of AI.

Regulatory change

In response to sector-wide financial challenges, the Office for Students (OfS) has strengthened its oversight of financial viability and sustainability. With a resilient balance sheet and diversified income streams, Oxford remains in a relatively strong financial position.

Teaching and student experience

Access and equality of opportunity remain at the heart of the University's strategy for teaching and the student experience. In 2024/25 Oxford has moved from planning to delivery on several major initiatives designed to widen participation and ensure that all students can thrive. The new Access and Participation Plan (APP), approved by the OfS in September 2024, sets refreshed access targets and places particular emphasis on transition support and equitable outcomes across all student demographics. The Astrophoria Foundation Year delivered its first results this year, with 86% of the initial cohort progressing to Oxford degree programmes; future expansion is planned. Graduate access has also advanced through the growth of the UNIQ+ research internships, the expansion of fully funded scholarships, and the broadening of the Crankstart scheme to cover outreach, transition and postgraduate awards.

The University is also embracing digital innovation to enrich the student experience. Oxford announced in September 2025 its adoption of ChatGPT EDU, a tailored version of generative AI designed for higher education. This will provide staff and students with a

secure centrally managed tool to support teaching, research and learning, while ensuring that guidance and safeguards are in place. Together with the launch of the MyOxford student app, these developments underline the University's commitment to delivering a modern digitally supported learning environment.

The University has also continued to strengthen its approach to equality, diversity and inclusion. Progress on the Race Equality Charter, alongside work to broaden representation in governance and researcher development, form part of a wider effort to embed inclusivity. Oxford is also maintaining its commitment to wellbeing, building on its participation in the University Mental Health Charter programme, and refining frameworks for addressing non-academic misconduct. Taken together, these developments highlight Oxford's determination to deliver both academic excellence and a supportive, inclusive student experience.

Sustainable finances

Given the challenges to public finances, the University's sustainable financial objectives remain fundamentally important to the core long-term planning by its academic and service divisions. The University's strategic review of professional services continues to make progress, and Development and Alumni Engagement continues to attract large gifts to the University. The University is working on its next 5-year strategic plan, and a new fundraising campaign organised by Development and Alumni Engagement will transition from its private phase to its public phase shortly.

Oxford's Animal Vibration Lab showcased at the Royal Society Summer Science Exhibition, showing cutting-edge research on animal seismic senses, including how studying spiders could help inspire the next generation of robots.



Financial Review





Financial Review

This financial review describes the main trends and factors underlying the University of Oxford's consolidated performance during the year to 31 July 2025 and its financial position.

The University has delivered a solid financial performance for the year ended 31 July 2025, demonstrating resilience in the face of continuing economic uncertainty and sector-wide pressures. Total Group income of £3.0bn was broadly consistent with the prior year, supported by continued growth in tuition fees and research grants, which helped to offset reductions in donations, endowments and publishing income. Although expenditure increased on a reported basis, this was largely due to the absence of a one-off pension credit that had boosted results in 2023/24. Adjusting for this non-cash item, underlying costs were carefully managed, and operational performance remained stable. On an adjusted basis (see table, overleaf), the University achieved a stable operating surplus broadly in line with the prior year, reflecting continued financial discipline and effective cost control.

The University continues to benefit from a diversified income base, which provides resilience against volatility in individual funding streams. Tuition income grew strongly, reflecting sustained global demand for Oxford's programmes, increases in unregulated fees and the positive impact of the student enrolment mix. Research activity continued to expand, securing new awards across multiple disciplines, including significant partnerships in medical sciences and sustainability.

Oxford University Press (the Press) experienced another challenging year, reflecting structural changes in the global publishing industry, particularly in print. The Press's continued strategic investment in digital innovation is establishing the foundations for sustainable future growth in support of its mission. Donations, meanwhile, returned to more typical levels after an exceptional 2023/24 that had included a transformational gift.

On the expenditure side, staff costs increased due to pay increases; the implementation of the recommendations of the pay and conditions review at the University; and recruitment, with staff numbers across the Group increasing by c.3% in 2024/25. Other operating costs remained broadly flat as savings offset rising prices in core services. Finance costs declined slightly due to reduced pension interest costs, while depreciation was stable, with the impact on depreciation of the University's long-term capital programme expected to be seen in 2025/26.

Investments delivered a strong performance, generating gains of £403.0m and income of £204.6m. These results provided a substantial uplift to the year's reported surplus of £516.2m (2023/24: £1,002.5m) and supported growth in reserves and liquidity. Net assets rose by £516m from £6.4bn in 2023/24 to £6.9bn in 2024/25, reinforcing the University's long-term financial stability and providing flexibility for future investment in academic priorities, infrastructure and sustainability commitments. Cash balances also increased by £102.6m from £632.9m in 2023/24 to £735.5m in 2024/25, ensuring a strong liquidity position.

Looking forward, Oxford remains well-positioned to navigate an uncertain environment. The balance sheet is robust, liquidity is strong, and core income streams are performing reliably. At the same time, the University recognises ongoing risks: pension accounting volatility, market challenges for the Press, and variability in the scale and timing of philanthropic income. Continued focus on financial discipline, diversification and investment in long-term strategic priorities remain important to maintaining resilience in the years ahead.

Business model and environment

Oxford operates a distinctive business model that combines world-leading teaching and research with the global reach of the Press's publishing and related services. This structure provides a broad and diversified base of income that reduces reliance on any single source. In 2024/25 this model once again demonstrated its strength, with tuition and research growth offsetting weaker performance in philanthropy and publishing.

The operating environment remained demanding. Inflation continued to drive up the cost of staff and services across the sector, while political uncertainty created risks around student visa policies and government research funding. Internationally, higher education in the UK remains competitive, with many institutions seeking to attract overseas students and secure large research grants. Despite these pressures, Oxford's global reputation, breadth of academic offering and strong track record in research ensured continued success in securing students, grants and partnerships.

Donations normalised after an exceptional 2023/24, though the University's donor community remains engaged and supportive. Investment performance was strong, with favourable market conditions.

Surplus before other gains

The overall surplus before other gains fell from £791.5m to £126.3m for the year ended 31 July 2025. This decline was driven by the Academic University segment, which more than offset the increase in the Press's surplus before other gains during the year. The reported position for the Academic University segment reduced significantly from £692.2m to £21.6m. This result was heavily impacted by volatile and exceptional items experienced in the prior year, as set out below.

Some material factors continued to impact the financial performance of the Press: a quicker than anticipated move away from print sales, especially in academic publishing; constraints on education budgets in several important markets including the UK, which restricted the level of spend on materials and services; and a lower level of curriculum reform than usual. The decline in the Press's publishing services income in 2024/25 was offset by a significant growth in royalty income, which was helped by income received earlier than

Financial review – continued

expected into the final quarter and will not be repeated next year. This income, combined with good cost control, resulted in an increase of 5.4% in the segment's adjusted surplus before other gains to £104.7m (2024: £99.3m).

In order to provide stakeholders with a clearer view of the University's underlying performance, management reports an adjusted surplus measure that excludes volatile or exceptional items.

In 2024/25, this measure showed that the University maintained operational stability with an adjusted surplus of £118.1m broadly flat against a surplus of £119.5m in 2023/24. The Group's reported surplus before other gains of £126.3m compared with £791.5m in 2023/24, with the decline primarily due to the reversal of the exceptional USS pension credit of £527.4m and exceptional endowment gift of £100.0m, which were recognised in the prior year and did not recur. The adjusted surplus measure, which strips out such non-recurring factors, demonstrates that Oxford's financial trajectory remained stable, with income growth matching cost increases. This highlights the resilience of the University's core operations.

Adjusted surplus before other gains £'m	Group		
	2025	2024	Variance
Surplus before other gains	126.3	791.5	(665.2)
Exceptional endowments	-	(100.0)	100.0
Change in USS and OSPS recovery plans	-	(527.4)	527.4
AstraZeneca royalty income	-	(24.6)	24.6
Exceptional donations – surplus after expenditure	(8.2)	(20.0)	11.8
Adjusted surplus before other gains	118.1	119.5	(1.4)

The current-year reported surplus before other gains of £126.3m (2024: £791.5m) includes £8.2m (2024: £20.0m) for the impact of significant donations received. Over the duration of the funded projects, related expenditure will match the income received. However, the full income was recognised in the year the donations became receivable, while the associated costs are spread over subsequent years. In the current year, the impact on the adjusted surplus has reduced as project costs have declined with the projects nearing completion.

Income

In 2024/25 income held broadly flat at £3,021.2m (2024: £3,054.3m) on a reported basis. The income grew year-on-year by £103.3m after adjusting for the items included in adjusted surplus relating to income, which represented a 3.6% underlying increase from the prior year. The main movements in the composition of reported income were as follows:

- Tuition fees and education contracts (£603.2m, +9.5%): Demand from overseas students, particularly for postgraduate programmes and part-time taught courses, continued to grow, reflecting Oxford's strong academic reputation and global reach. Higher fee rates and growth in executive education also contributed to the increase. This

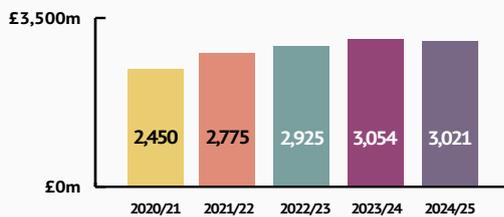
income stream has become an increasingly important driver of overall growth.

- Funding body grants (£224.2m, -0.2%): Grants from Research England and the Office for Students remain a primary source of the University's public funding. The overall level of funding remained consistent with the prior year, reflecting stability in core government funding.
- Research grants and contracts (£801.3m, +2.9%): Oxford is once again one of the leading UK universities in securing research income. Growth was supported by new major awards in medical sciences and partnerships with industry, demonstrating the University's continued ability to attract funding in a competitive environment. The Mathematical, Physical and Life Sciences Division had a successful year of research grants and contract awards, although some areas, particularly humanities, remain more constrained. Income originating from the European Commission has reduced in the current year, while industry and other funders have remained broadly flat, which is also a situation anticipated looking forward into 2026. The phasing of funds received from a major funder during 2024/25 reduced UK industry funding in the current year.
- Publishing Services – the Press (£733.2m, -1.8%): The Press reported a modest decline in income, reflecting constraints on education budgets in several important markets, including the UK. While digital and academic publishing grew, these were more than offset by print declines. Strategic investment in digital transformation remains a priority.
- Donations and endowments (£153.9m, -35.3%): Donations reduced from the prior year but still provided significant support across a range of projects. The comparative period contained a transformational gift, with the normalisation reflecting timing and scale of such gifts with robust underlying performance.
- Investment income (£204.6m, +3.8%): Income comprised dividends and interest from the holdings within the Group's investment portfolio. This provided a steady and predictable source of funding that supports the University's operations. This recurring income stream is an important component of the University's financial resilience, helping to underpin core teaching, research and infrastructure commitments year after year.
- Other income (£300.8m, -5.3%): This category captures the wide range of activities beyond teaching and research that contribute to Oxford's financial sustainability, including trading operations, residences, catering and intellectual property licensing including Press royalty income. The reduction in the current year was driven principally by the absence of royalty income from the sale of the Oxford AstraZeneca vaccine in developed markets upon receipt of the final payment of £40.8m, which was made in the prior year.

Overall, Oxford's income portfolio remains stable, with tuition and research providing consistent strength, while the Press and donations reflect the natural variability of some revenue streams.

Financial review – continued

Total income £'m



Expenditure

Total expenditure increased to £2,894.9m (2024: £2,262.8m), primarily due to the absence of the 2023/24 pension credit of £527.4m. Expenditure increased by £109m after adjusting for the items included in adjusted surplus relating to total expenditure, which represented an underlying increase of 3.9% from the prior year. The main movements in total expenditure were as follows:

- Staff costs (£1,389.1m, +7.9%): Staff costs rose due to pay awards and the implementation of the recommendations of the University's pay and conditions review (c.5%), a partial year of the increased employer national insurance expense (c.1%) and the growth in staff numbers (c.3%) required to meet teaching and research demand. Oxford's ability to recruit and retain high-calibre academics remains a key focus.
- In the current year a pension provision movement represented a cost of £1m, contrasting with a £527.4m credit in the prior year due to the USS pension scheme moving into a surplus position. The absence of last year's non-cash credit created a large reported swing but does not reflect underlying operations.
- Non-staff costs (£1,339.1m, +1.2%): Cost discipline offset inflationary pressures, with procurement savings balancing increases in service costs and investment in strategic priorities such as digital transformation. Utility costs were effectively managed, with average reductions of 25% compared with the prior year.
- Depreciation and amortisation (£128.9m, -1.6%): Broadly flat charges for depreciation and amortisation in 2024/25 reflect the stage of the University's capital investment programme. The impact of major projects that have recently been completed and are being brought into use are expected to result in an increased depreciation charge in 2025/26, as both the Schwarzman Centre for the Humanities and the Saïd Business School's Global Leadership Centre reach completion during 2026.
- Finance costs (£36.8m, -23.5%): Declined primarily as a result of pension interest charges stopping part way through the prior year, as the unwind of discounts on pensions ceased following the ending of the payment of deficit contributions. Interest on the University's bonds and bank loans remained largely consistent with the prior year, as nearly all borrowings are at fixed interest rates.

Overall expenditure growth on an underlying basis was contained at 3.9%. The reported year-on-year increase of 27.9% is significantly impacted by technical adjustments in pension accounting.

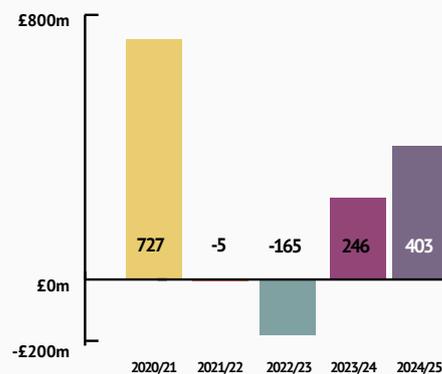
Other gains and losses and comprehensive income

Gains on investments

The University's investment portfolio delivered a strong performance in the year, recording market gains of £403.0m and generating income of £204.6m. The income was derived primarily from the distribution from the Oxford Funds (£162.5m specifically from the Oxford Endowment Fund), which provide a predictable and stable contribution to Oxford's operations. These returns underpin core academic and research activities by supplying a steady funding stream that is insulated from movements in tuition or grant income. Alongside this, the gain reflects both realised and unrealised increases in value across asset classes. These results build on the consistent long-term record of positive performance, and underline the role of investments as a cornerstone of Oxford's financial strength.

Oxford also benefits from the Sequoia Heritage fund, which is a USD denominated fund providing significant exposure to private equity with some real estate exposure, delivering diversification and exceptional long-term capital growth. Exposure is to a concentrated portfolio of high-growth companies. The Sequoia fund achieved gains of £48m in the year to 31 July 2025 (2024: £31m).

Investment gains/(losses) £'m



Changes in defined benefit pension scheme liability

The OUP Group Pension Scheme is a single-employer defined benefit scheme, which closed to future accrual from 30 September 2021. The net liability recognised in the statement of financial position as at 31 July 2025 was £50.2m (2024: £66.6m). The net liability reduced in the current year as a result of the £6.0m deficit contribution made by the Press during the year, coupled with lower than anticipated increases to pensions and the impact of changes in actuarial assumptions on assets and liabilities.

The OUP Group Pension Scheme recognised a cost of £3.2m in the income statement in the year (2024: £2.9m), being the net interest cost on the net defined benefit liability. The overall charge was broadly consistent with the prior year, reflecting that the scheme is closed to future accrual. See further details in the Pension Scheme section below.

Financial review – continued

Investment portfolio

Oxford's investments are managed with a clear long-term strategy: to generate sustainable returns that both provide predictable support to the University's operating budget and ensure growth in capital over time. The portfolio is deliberately diversified across asset classes, geographies and investment styles, reducing reliance on any single source of return. This approach underpins Oxford's financial resilience, insulating the University from volatility in tuition and grant income, and ensuring resources are available to support its academic mission through economic cycles.

At 31 July 2025, the University's non-current investment assets totalled £5,819.3m (2024: £5,461.2m). The largest component valued at £4,193.2m (2024: £3,864.0m), was the Group's investment in the Oxford Endowment Fund (OEF). The OEF forms part of the Oxford Funds, which are managed by Oxford University Management Ltd. The scale and performance of the Oxford Funds remain central to the University's long-term investment strategy. The primary objective of the OEF is to achieve an annual real return of 5% over the long term while providing a stable and growing income stream. Further details on the Oxford Endowment Fund can be found at www.ouem.co.uk.

The portfolio also includes £557.5m in bonds (2024: £520.1m), providing stability and liquidity; £397.9m in third-party managed funds (2024: £368.4m), which broaden exposure through Sequoia's specialist external managers; and £101.0m in global and private equities (2024: £94.9m), offering access to long-term equity growth. The Sequoia fund, which provides access to a global pipeline of high-growth technology companies, continues to extend the portfolio into areas of innovation and growth not otherwise accessible at scale. At year end, the Sequoia balance stood at £396.5m (£366.8m).

Investment properties, valued at £354.6m (2024: £346.4m), include commercial, residential and agricultural assets in and around Oxford, which contributed income and provided potential for capital appreciation. Meanwhile, Oxford's holding in Oxford Sciences Enterprises stood at £58.8m (2024: £57.6m). Together, these assets provide a balanced mix of return drivers.

A distinctive feature of Oxford's investment base is its spinout portfolio, which increased to £247.3m (2024: £208.0m). This reflects Oxford's global leadership in research commercialisation. Notable uplifts were recorded in OrganOx (+£42.0m) and Oxford Ionics (+£19.3m), while Oxa Autonomy saw a reduction (-£24.7m). OrganOx, a spinout specialising in organ preservation devices, announced on 25 August 2025 that it would be acquired by Tokyo-based Terumo Corporation in a \$1.5bn deal. A definitive agreement for the sale of Oxford Ionics to IonQ was announced in June 2025 for a total enterprise value of \$1.075bn and completed in September 2025. The spinout works on trapped-ion quantum computing approaches, especially integrating ion-trap technology on semiconductor-compatible chips. Listed spinouts increased modestly (+£0.8m) with movements in Nanopore (+£4.0m), Pepgen (-£2.2m) and Adaptimmune (-£0.6m). Divestments (£3.4m) and impairments (£10.5m) were recognised, demonstrating active management of the portfolio.

Overall, the University's total investment base increased by nearly £451m year-on-year, reflecting both favourable market conditions and the continued maturing of Oxford's research-driven spinouts. This growth reinforces investments' role as a

cornerstone of Oxford's financial sustainability, providing both the stable income needed to support operations today and the capital growth required to secure the future.

Surplus and reserves

The University reported a surplus after tax of £511.4m and a total comprehensive income of £516.2m. While lower than in 2023/24, which was £1,012m, this was primarily due to the absence of exceptional items, particularly the pension credit of £527m in the prior year. Investment gains of £403m made a major contribution. Net assets increased by £0.5bn to £6.9bn, with unrestricted reserves of £4.5bn (2024: £4.2bn) and endowments of £2.1bn (2024: £1.9bn). This further strengthens Oxford's financial position, providing capacity for strategic investment while maintaining resilience against external risks.

Statement of financial position

Total net assets increased by £0.5bn to £6.9bn, driven by investment revaluations and capital additions. Property, plant and equipment (PPE) rose to £1,841m (2024: £1,632m), reflecting the ongoing spend on the estate of £220.8m. Pension liabilities decreased from £67m in 2024 to £53m due to actuarial updates, reducing balance sheet pressure. Borrowings were stable at £1.4bn, supported by long-term fixed-rate bonds. Net current assets of £483m (2024: £441m) provided additional liquidity, underlining the strength of the University's financial position.

Borrowings

The University has in issue £1,000m of 2.554% unsecured bonds, which are listed on the London Stock Exchange. £750m was issued in 2017 and a further £250m of bonds was issued in 2020. The bonds were carried on the balance sheet at £1,045.8m (2024: £1,045.9m), with a fair value of £557.5m (2024: £520.1m), reflecting prevailing interest rate movements. Annual interest costs on the bonds amounted to £25.3m (2024: £25.3m), representing less than 1% of total income for the year.

Additionally, the University had bank borrowings outstanding, comprising:

- A £200m amortising loan from the European Investment Bank, which was taken out in 2015. The loan has a fixed interest rate of 2.548%, which is being repaid over the loan term ending in 2045. The capital outstanding at 31 July 2025 was £160.6m (2024: £173.4m).
- A £25m loan from Barclays, at an interest rate of 5.07%, remains outstanding as part of the University's long-term financing arrangements. These long-term funding arrangements provide support and adequate liquidity to manage the affairs of the Group.

Beginning in May 2024, the University entered into finance lease arrangements as part of a Legal & General joint venture funding programme for 55 years. The lease liabilities in relation to the Begbroke Science Park of £45.4m in the prior year were added to the Life and Mind Building lease in June 2025, increasing the finance liabilities to £145.3m at 31 July 2025.

The University's approach to borrowing is deliberately prudent, ensuring that leverage is used strategically to fund transformational investment rather than to support day-to-day operations. The stable financing structure provided by the bonds allows Oxford to continue investing in academic excellence,

Financial review – continued

research capability and estate development with confidence. Apart from the finance leases, all of the University's borrowings have fixed rates, which protect from interest rate volatility, preserving predictability of cash flows over the very long term.

Pensions

The principal pension schemes the University participates in are the Universities Superannuation Scheme (USS), the University of Oxford Staff Pension Scheme (OSPS) and the Oxford University Press (OUP) Group Pension Scheme (for UK 'Press' employees).

The USS and OSPS are multi-employer schemes for which the assets and liabilities are not hypothecated to individual institutions. In line with Financial Reporting Standard (FRS) 102, the University recognises a provision for its obligation to contribute to the funding of any deficit arising within these schemes. Deficit recovery plans are determined based on formal actuarial valuations conducted every three years.

The most recent triennial valuation of the OSPS as at 31 March 2022 showed a surplus. As a result, deficit contributions ceased from 1 October 2023. Consequently, the OSPS provision was released in the financial year ended 31 July 2024 (31 July 2023: £1.4m).

For the USS, the most recent triennial valuation as at 31 March 2023 revealed a surplus following agreement on changes to contributions and benefits. Deficit recovery contributions therefore ceased on 1 January 2024, and the remaining USS provision was released in full. The provision stood at £514.3m as at 31 July 2023.

Nevertheless, sector-wide pension risks remain significant, and contributions are subject to change based on future valuations.

Cash flow and liquidity

Statement of cash flows (£m)	Group		
	2025	2024	Variance
Net cash flows from operating activities	4.2	(58.6)	62.8
Net cash flows from investing activities	116.4	(95.9)	212.3
Net cash flows from financing activities	(18.0)	136.8	(154.8)
Net increase/(decrease) in cash and cash equivalents	102.6	(17.7)	120.3

The overall cash position of the Group increased by £102.6m principally due to significant cash inflows from investing activities during the year.

The broadly neutral operating cash inflow for the year of £4.2m represents a significant turnaround from the prior year's outflow of £58.6m. This change reflects improved working capital management, with a £103.8m favourable movement across inventories, receivables and payables, partially offset by larger staff cost-related payments within the Group's result in the current year, which reduced the overall improvement in operating cash flows.

The overall investing cash flow position strengthened materially during the year, with net cash inflows of £116.4m from investing

activities (2023/24: £95.9m outflow). These were driven by receipts from investment income (£200.7m vs £193.3m), capital grant income (£69.5m vs £65.4m) and proceeds from disposals of non-current investments (£125.2m vs £40.4m), offsetting significant capital expenditure on the estate and digital infrastructure (£204.7m vs £197.4m) and significant reduction in payments to acquire non-current investments (£76.5m vs £160.4m), driven by the move from money market funds into cash and cash equivalent in the current year.

Financing activities, by contrast, saw a net cash outflow of £18.0m, reflecting scheduled bond interest payments and repayments of borrowings. The outflow contrasts with the prior year cash inflow of £136.8m, which benefitted from a significant endowment cash received, as noted above.

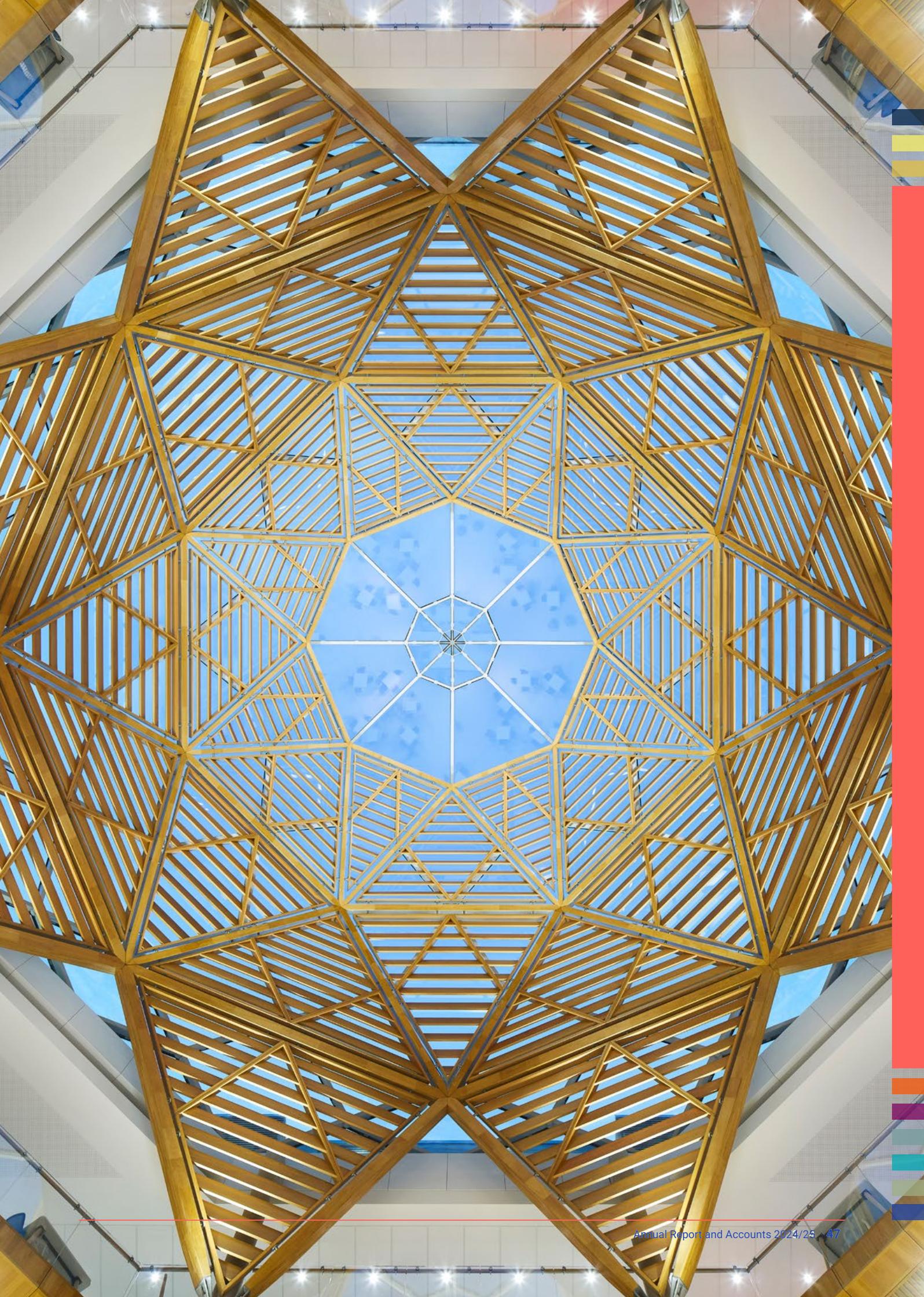
As a result, total cash and cash equivalents rose by £102.6m, ending the year at £735.5m (2024: £632.9m). This strong liquidity position provides reassurance of the University's ability to meet its obligations and to invest strategically, even in the context of short-term volatility in operating cash flows.

Capital expenditure

Oxford invested £220.8m in capital projects during 2024/25 (2023/24: £197.4m), increasing PPE balances. Investments focused on academic and research facilities, estate renewal and sustainability initiatives. Capital grants of £50m supported this programme. Major projects progressed across the sciences and humanities, ensuring that Oxford's estate remains world-class and aligned to future academic needs. The Assets Under Construction total of £392.9m is in the large part made up of two buildings, the Schwarzman Centre for the Humanities (£270.5m) and the Saïd Business School's Global Leadership Centre (£57.5m). The Schwarzman Centre for the Humanities opened in October 2025 and the Global Leadership Centre (GLC) is on track to open in early 2026.

The Schwarzman Centre for the Humanities is designed to meet Passivhaus principles, the globally recognised benchmark for ultra-energy-efficient construction. It includes the world's first concert hall to be built in compliance with these standards. This aligns with the University's net zero carbon emissions and biodiversity net gain policy. The building is highly insulated with solar roof panelling that will meet all its power needs. This all-electric building is surrounded by a biodiverse landscape, contributing to it being the largest Passivhaus scheme in the UK and the world's first Passivhaus concert hall.

The GLC has transformed the former 1892 Osney Power Station into an inspiring hub for global leadership education. Designed to provide a stimulating and immersive environment, the GLC enables participants to step away from workplace pressures and fully focus on their learning. The GLC incorporates 4 teaching rooms, 11 breakout rooms, 121 bedrooms, 3 dining spaces, a clubroom, terrace and gym. The construction has been sympathetic to the much-loved original power station, which powered the first electric lightbulb in Oxford. The original brick facade has been retained to keep the architectural history of the building. The construction has been undertaken with sustainability in mind: it includes a recycling water facility, and wherever possible, all procurement has been sourced sustainably and ethically. The renovations follow the Passivhaus standards and include air source heat pumps and solar panels.





Governance



Lord Hague of Richmond was officially admitted as Oxford's 160th Chancellor in a ceremony that took place at the Sheldonian Theatre.

Governance

The University of Oxford is a lay corporation first established in common law and later formally incorporated by statute. It has no founder or charter and is an independent self-governing institution. The wider collegiate University consists of the University and the 36 colleges, 3 societies and 4 permanent private halls.

Governing bodies

Congregation

Congregation is the sovereign body of the University. It is composed of academic staff, heads and other members of governing bodies of colleges and societies, and other professional services staff. Congregation is responsible for considering major policy issues submitted by Council and its own members. It elects members to different University bodies and approves changes to the University's statutes and regulations.

Council

Council is the University's executive governing body. It is responsible, under the statutes, for 'the advancement of the University's objects, for its administration, and for the management of its finances and property'. It is therefore responsible for the academic policy and strategic direction of the University. Council is responsible to the Office for Students (OfS) for meeting the conditions of Financial Memorandum between the OfS and the University.

Council members are the University's charity trustees. In the academic year 2024/25 there were 9 ex officio members, 5 external members, 12 elected members of Congregation, one of which is elected by the Conference of Colleges, and two co-opted members, making a total of 28 voting members.

The Vice-Chancellor, Professor Irene Tracey, CBE, FRS, FMedSci, commenced on 1 January 2023 and is the Chair of Council. There are two Deputy Chairs – one internal member of the University and one external member, as set out in [Statute VI section 7, 4\(a\)](#).

OUP Delegacy

The Press's affairs are in the charge of a group of senior academics known as the Delegacy.

Conference of Colleges

The wider collegiate University consists of the University, 36 colleges, 3 societies and 4 permanent private halls. These colleges, societies and permanent private halls are all separate and independent legal entities.

Divisional boards

Academic divisions

There are 4 academic divisions within the University: Humanities; Mathematical, Physical and Life Sciences, Medical Sciences; and Social Sciences. Each division is overseen by an individual divisional board.

Gardens, Libraries and Museums

The Gardens, Libraries and Museums (GLAM) comprise the 4 University museums, the Bodleian Libraries, the Botanic Garden and the Harcourt Arboretum. Each has a governing body prescribed by statute or regulation. There is an overarching GLAM board chaired by the head of GLAM.

Oxford University Press

A department of the University that publishes thousands of research and education titles each year.

Committees

Committees of Council

To advise Council and to make decisions under delegated powers as specified in their terms of reference, there are 9 principal committees that report directly to Council:

- The Audit and Scrutiny Committee
- The Education Committee
- The Finance Committee
- The General Purposes Committee
- The Investment Committee
- The People Committee
- The Planning and Resource Allocation Committee
- The Research and Innovation Committee
- The Senior Remuneration Committee



Council

Council is required to take such steps as it may consider necessary for the efficient and prudent conduct of the University's financial business, including taking steps to:

- ensure that there are appropriate controls in place to safeguard public and publicly accountable funds, and funds from other sources, to safeguard the assets of the University and to detect and prevent fraud and other irregularities;
- ensure that income has been accounted for in accordance with the University's statutes, OfS terms and conditions of funding for higher education institutions, and the terms and conditions of research grant and other funding bodies;
- secure the economic, efficient and effective management of the University's resources and expenditure; and
- ensure that the University meets with the standards of financial sustainability, risk management, control and governance expected by the OfS and assessed in its annual accountability returns.

Council is required to approve the prepared financial statements, which include the accounts relating to the teaching, research and publishing activities of the University and the University's subsidiary undertakings. These give a true and fair view of the assets and liabilities of the University, and the University's subsidiary undertakings at the end of the financial

year along with their income and expenditure for the year under review.

Council has to be assured that suitable accounting policies have been selected and applied consistently.

It has to:

- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards have been followed, subject to any material departures being disclosed and explained in the financial statements;
- prepare the financial statements on a going concern basis unless it is inappropriate to presume that the University will continue to operate;
- ensure that the University upholds the public interest governance principles applicable to it;
- ensure that the University has in place adequate and effective management and governance arrangements;
- be accountable for and ensure compliance with the University's conditions of registration with the OfS;
- notify the OfS of any changes needed in relation to its registration; and
- comply with the guidance published by the OfS in relation to facilitating the electoral registration of students.

From time to time Council reviews its own effectiveness. Council's most recent self-review took place in the 2021/22 academic year. This took the form of a light-touch review with a questionnaire being issued to Council

members and attendees, which had a series of questions and free text comment boxes for completion in relation to the remit, operation and effectiveness of Council, with particular regard to equality, diversity and inclusion. Council received the report in Michaelmas term 2022 and considered the recommendations. It approved a number of practical changes to enable more time for Council members to read papers in advance of meetings. The next scheduled self-review will take place in the academic year 2025/26. This will take the same format as that completed in 2021/22 so that comparative data can be analysed. Information sharing sessions in week one of each term were established in 2023/24 and these have continued, enabling more in-depth discussion of key topics arising from the main committee chairs.

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.

In accordance with the Modern Slavery Act 2015, the General Purposes Committee of Council (with delegated authority from Council) is required to approve the University's slavery and human trafficking statement for each financial year. The statement for this financial year is available at <https://compliance.admin.ox.ac.uk/modern-slavery>.

Governance – continued

The members of Council are the charity trustees of the University. Membership of Council from 1 August 2024 to 30 November 2025 was as follows:

Position	Name	Date
Ex officio members		
Vice-Chancellor	Professor Irene Tracey	Throughout
Chair of Conference of Colleges	Dame Helen Ghosh, Master of Balliol College	To 30 September 2025
	Rt Hon Sir Ernest Ryder, Master of Pembroke College	From 1 October 2025
Head of the Medical Sciences Division	Professor Gavin Screaton	Throughout
Head of the Mathematical, Physical and Life Sciences Division	Professor James Naismith	Throughout
Head of the Humanities Division	Professor Daniel Grimley	Throughout
Head of the Social Sciences Division	Professor Timothy Power	Throughout
Senior Proctor	Professor Thomas Adcock	To 18 March 2025
	Professor Nicholas Barber	From 19 March 2025
Junior Proctor	Professor Conall Mac Niocaill	To 18 March 2025
	Dr Grant Tapsell	From 19 March 2025
Assessor	Professor Benjamin Bollig	To 18 March 2025
	Professor Raphael Hauser	From 19 March 2025
Elected by the Conference of Colleges		
Member of Congregation	Mr Tom Fletcher, Principal of Hertford	To 31 August 2024
	Dr Sir Michael Jacobs, Warden of Keble	From 1 September 2024
Elected by Congregation		
One of four members of Congregation elected by Congregation from members of the faculties in the divisions of Mathematical, Physical and Life Sciences and of Medical Sciences	Professor Richard Hobbs	To 30 September 2024
	Professor Alex Schekochihin	To 30 September 2025
	Professor Krina Zondervan	Throughout
	Professor Proochista Ariana	Throughout
	Professor Frances Platt	From 1 October 2024
One of four members of Congregation elected by Congregation from members of the faculties in the divisions of Humanities and of Social Sciences	Professor Catherine Swales	From 1 October 2025
	Professor Diego Sánchez-Ancochea	To 30 September 2024
	Professor Cécile Fabre	To 30 September 2025
	Professor Sam Wolfe	Throughout
	Professor Nandini Gooptu	Throughout
One of three members of Congregation, not necessarily being members of any division and not in any case being nominated in a divisional capacity, who shall be elected by Congregation	Professor Nandini Das	From 1 October 2024
	Professor Sir Rory Collins	To 30 September 2024
	Professor Patricia Daley	To 30 September 2025
	Professor Sir Charles Godfray	Throughout
	Professor Geraldine Johnson	From 1 October 2024
External members	Mr Lukasz Bohdan	From 1 October 2025
	Mr Charles Harman	Throughout
	Ms Wendy Becker	Throughout
	Ms Sharmila Nebhrajani	Throughout
	Ms Monica Burch	From 20 January 2025
Mr Hamish Forsyth	From 20 January 2025	
Co-opted members		
	Professor Patrick Grant	Throughout
	Mr Richard Ovenden	From 4 November 2024

Governance – continued

Committees of Council

Council is advised by a range of committees, including 9 committees that report directly to it on core business.

The primary responsibilities of the 9 committees are as follows:

The **Audit and Scrutiny Committee** reviews the adequacy and effectiveness of the University's arrangements for risk management, internal control, value for money, data quality and governance. It considers the annual financial statements, considers the appropriateness of the audit processes of the Press and receives an annual report from the Press Audit Committee; it also, under Council, oversees the University's arrangements to detect and prevent fraud and irregularity. The Committee's remit also includes responsibility for the appointment of the University's external auditors (subject to Council's approval) and for the University's internal audit arrangements.

The **Senior Remuneration Committee** is responsible for making recommendations to Council on the remuneration packages on appointment of the Vice-Chancellor, the Registrar and the Chief Financial Officer, and for any increases arising from salary reviews thereafter; for determining the remuneration packages on appointment of the Pro-Vice-Chancellors with portfolio, the Heads of Divisions, the Head of Gardens, Libraries and Museums and the Dean of the Business School; and for reviewing the salaries of those office-holders thereafter. The SRC adheres to the University's Remuneration Policy for Senior University Officers. The policy is reviewed every two years.

The **Education Committee** is responsible for the educational philosophy, policy and standards of the University; and for the oversight of activities relating to teaching, learning and assessment; and student-related equality matters.

The **Finance Committee** is responsible for the consideration of the financial resources available to the University, and for recommending to Council the five-year financial strategy for the University, including overall income and expenditure budget, capital expenditure budget and expenditure on strategic capital investments. The committee is also responsible for the review of the University's annual financial statements and the annual accounts of the Delegates of the Press.

The **General Purposes Committee** advises Council on policy in respect of issues or activities that are University-wide, and do not fall wholly within the remit of the other committees of Council. Its remit includes responsibility for keeping under review procedures for identifying and managing risks across the University's activities.

The **Investment Committee** is responsible, under Council, for the management of the University's investment portfolio.

The **People Committee** is responsible for the development and review of employment policies, for staff relations and all personnel and staff-related equality matters.

The **Planning and Resource Allocation Committee** is responsible for setting, and monitoring performance against, the University's annual income and expenditure budget; and for a three-year rolling capital budget for capital projects under £15m and centrally run IT projects.

The **Research and Innovation Committee** is responsible for University policy relating to research, knowledge exchange, innovation, commercial and social entrepreneurship and public engagement with research; it also facilitates the preparation of external reviews of the University's research.

Charitable status

The University's strategic priorities include a commitment to share knowledge with the wider world, thus providing public benefit and fulfilling the University's charitable objectives.

The University has charitable status as one of the exempt charities listed in Schedule 3 to the Charities Act 2011. It is therefore exempt from certain requirements of that Act, including the need to register with the Charity Commission. The Office for Students is the principal regulator for charity law purposes of those English universities that are exempt charities.

The members of Council, the University's executive body, are the trustees of the charity. In that capacity they have had regard to the Charity Commission's guidance on public benefit, and the supplementary guidance on the advancement of education; in particular, the key principles that there must be an identifiable benefit or benefits and that the benefit must be to the public or a section or sections of the public. While students, both undergraduate and graduate, are immediate beneficiaries of the University's charitable objectives, the public as a whole benefits considerably from the contributions that the University's teaching and research make to society and the economy.

Further information about the University's activities over the last year can be found later in this document and in previous financial statements available on the University website at ox.ac.uk/about/organisation/annual-reviews.

The Annual Report of the Delegates of the University Press sets out how Oxford University Press (the Press) has furthered the University's charitable purposes for the public benefit. This report is available on the Press's website: https://fdslive.oup.com/www.oup.com/Group_comms/pdf/annualreport/Annual_Report_24-25.pdf.

Any private benefit arising from commercially funded research and knowledge transfer activity is incidental to the University's principal objects. The University's trustees are aware of their obligations in respect of these public benefit principles, and ensure that the University has procedures and policies in place to cover the creation of intellectual property and the management of conflicts of interest.

Sign off

Council confirms that it is responsible for ensuring that a sound system of governance is maintained. It has reviewed the effectiveness of these arrangements and confirms that the University's system of governance has been in place during the year ended 31 July 2025, and up to the date of approval of the audited financial statements.

Stakeholder Engagement



Stakeholder Engagement

The University works with students, staff and external stakeholders in order to make progress towards achieving its strategic objectives.

Students

The University seeks to ensure that the welfare and development of students informs its strategy and operations. Council, the University's executive governing body, is attended by 2 student representatives; and 4 committees of Council – the Education Committee, the General Purposes Committee, the Research and Innovation Committee and the Planning and Resource Allocation Committee – are attended by student representatives. In addition, the Student Union is represented on the University's Ethical Investment Representations Review Subcommittee. The Joint Sub-Committee with Student Members acts as the formal link between the University and the Student Union.

Staff

Holders of permanent academic posts and senior non-academic staff participate in the governance of the University through membership of Congregation – the sovereign body of the University. In addition, members of staff have the opportunity to be elected as members of Council.

Research funders

Research funding is a critical source of income to the University as well as a critical channel through which the benefits of research are shared. Relationships with its research funders and partners are built and managed by senior academic and research staff and supported by the University's Research Services department, Development and Alumni Engagement and the offices of the Pro-Vice-Chancellor for Research and the Pro-Vice-Chancellor for Innovation.

Office for Students

The Office for Students (OfS) is the University's regulator and a significant funder. The University is committed to ensuring it meets the requirements of the OfS in both of these roles.

The city and the local community

The University has made local engagement a priority in order to strengthen its relationship with the city, the county and the wider community. We aim to ensure that the local community is informed, consulted and involved in relation to buildings and planning, and that the University works collaboratively to have a positive economic, social and environmental impact across the county.

National Health Service

The University has worked productively with the NHS in the Thames Valley region for many years, including a long-established relationship with Oxford Health NHS Foundation Trust. In 2013 the University signed a Joint Working Agreement with its largest NHS partner, the Oxford University Hospital (OUH) NHS Foundation Trust.

Alumni

We work collaboratively to inspire and enable alumni to engage fully in the life of Oxford and help address global challenges. Partnering with departments and colleges, we create meaningful opportunities for alumni involvement and track engagement across the University. A new Alumni board will drive strategic outcomes aligned with University priorities, while an Alumni forum will enable feedback from across Oxford's broad alumni community. We encourage all departments, divisions and clubs to engage alumni as partners. Through the new fundraising campaign, we aim for a step-change in the scale and coordination of alumni engagement.

Global partners

Global engagement is especially important for the University, and it has a range of important partnerships including the Oxford-Berlin Research Partnership; the University is also a member of a number of international alliances for research universities. International partnership is important for supporting its research and innovation goals, as well as student and faculty mobility.





Understanding our Risks



Understanding our Risks

The University of Oxford has established risk management practices embedded into the core operations of the University (covering both academic and business risk), based on the principles of the ISO 31000 risk management standard.

Throughout the financial year 2024/25 the Group has continued to embed risk management with the support of key governance committees. The University Risk Register is regularly reviewed by the General Purposes Committee, the Audit and Scrutiny Committee and Council to monitor the risk profile and ensure appropriate mitigations are in place. Risks have defined accountable owners and other principal committees of Council including divisional boards oversee risks within their remit.

An internal audit of our enterprise risk management arrangements in 2024/25 has highlighted where we have made progress since the introduction of the current framework in 2020/21; however, areas for improvement remain. Risk

management software has been procured and piloted, and it will be embedded into our committee and division level risk management processes over 2025/26 to further improve risk reporting and mitigation tracking.

The focus for 2025/26 will be for the Assurance Directorate to continue to support risk owners and committees to define and take the actions required to bring principal risks to target levels consistent with the University risk appetite. Alongside this, the directorate will review whether our overall strategic risk profile includes threats and opportunities relevant to the future strategy. The University is allocating additional resources to address priority risk areas.

Over the past year, the University has continued to conduct a programme of business continuity and major incident response exercises. These have included testing the University's response to a number of threats and disruptions to test and further develop plans and protocols, and in doing so reducing the risks.

Principal risks

The principal risk areas related to the University's strategy and operations monitored by Council during 2024/25, as well as corresponding mitigations and actions, are described below; the risks are broadly aligned to the 2018–24 Strategic Plan themes and are not presented in a ranked order.

Strategic Plan Area¹

Principal risk	Action/mitigation	Risk trend (increasing, decreasing, stable)
Research and Education		
Attracting and retaining world-leading researchers Our position as a global leader in research could be threatened if we are not competitive with other higher education institutions internationally, and other sectors, as a place to develop an academic research career.	Building lasting capacity through the Strategic Research Fund. Continuing implementation of the package of measures agreed as an outcome of the Vice-Chancellor's Pay and Conditions Review in 2024. Development of the Academic Career and Reward Framework. Developing strategic partnerships to attract global talent such as with the Ellison Institute.	↔

¹ Strategy, governance and leadership / Compliance, controls and operations are not defined strategic plan areas but are key to providing a secure foundation to enable the strategic plan, and to manage risks around our operational effectiveness, legislative requirements and protecting our brand.

Strategic Plan Area¹

Principal risk	Action/mitigation	Risk trend (increasing, decreasing, stable)
People		
<p>Employee relations and casework Complex employee relations casework brings a risk of legal, financial and reputational damage for the University.</p>	<p>Polices processes, systems and HR business partner staffing structures are being reviewed.</p> <p>Targeted training and support is being provided to local HR managers.</p> <p>A new employee relations case management system has launched as part of the Customer Relationship Management Programme. Improving casework data collection and identifying gaps and solutions.</p>	<p>↔ Unchanged Principal risk</p>
<p>Supporting academic performance Risk that if we do not provide effective support to enable all staff to realise their potential we may not consistently achieve the best outcomes for research and teaching.</p>	<p>The People Strategy provides a framework for further development.</p> <p>Research Excellence Framework Lessons Learned programme of activity.</p> <p>Development of the Academic Career and Reward Framework.</p> <p>A strategic approach supporting departments and divisions with performance management best practice advice and guidance.</p>	<p>↔ Unchanged Principal risk</p>
Resources		
<p>Estate not fit for purpose Risk that the estate is not optimised for intended use and of academic disruption if older existing buildings become unusable or unsuitable as specialist research and teaching facilities due to lack of funding for maintenance or timely replacement/refurbishment.</p>	<p>Work is underway to optimise the functional estate. The Estate Strategy (2024) covers approach to dealing with at-risk buildings.</p> <p>The Minor Capital Plan funding and Repairs and Maintenance budget can be used to maintain at-risk buildings to an operational standard. Strategic Capital Plan funding is for more fundamental refurbishment or rebuild.</p> <p>Work is underway to tension projects within the funding envelope and to ensure decant options within the existing estate have been fully documented.</p>	<p>↔ Unchanged Principal risk</p>
<p>Financial sustainability The risk that the University is unable to achieve financial sustainability due to the cost of its academic activity and infrastructure and administrative charges versus the income that its activity generates.</p>	<p>Divisional five-year plans.</p> <p>Agreement of the next three-year Planning Settlement includes assessment against divisional five-year financial plans to validate affordability.</p> <p>Modelling the impact of the announced flat rate International Student Levy and considering the University's response to the levy during the consultation period and up to its introduction in 2028/29, in addition to other cost increases.</p>	<p>↑</p>
<p>Environmental sustainability strategy Risk that the strategy is unaffordable because the high cost of sustainable technologies may mean projects do not deliver the savings originally envisaged.</p>	<p>Environmental sustainability strategy review in 2026.</p>	<p>★ NEW to the University Risk Register</p>

Understanding risk – continued

Strategic Plan Area¹

Principal risk	Action/mitigation	Risk trend (increasing, decreasing, stable)
Compliance, controls and operations		
Health and safety Risk of non-compliance with health and safety policy, regulations and legislation due to governance and operational management structures in place at the University leading to increased potential for accidents, non-compliance with legal requirements and reputational damage.	EveryDaySafe programme with activities including a communication and engagement campaign; systematic review of health and safety policy and guidance; assurance reporting process and introduction of a new health and safety induction programme and training plan. Building risk assessment programme. The establishment and consolidation of divisional committees to oversee implementation of University policy.	↑
Cyber security Risk that cyber incidents impact the confidentiality, integrity or availability of University information.	Policy framework and security controls. Business continuity planning and incident response protocols. Deployment of data loss prevention and network monitoring tools. Cyber Security Strategy and a major ongoing programme to protect the University against the increasing and ever-changing cyber threat landscape.	↑
Compliance failure Risk of failure of compliance or internal control in the University.	Dedicated subject matter expertise in specific compliance areas (tax, immigration, export controls, etc) Central risk, compliance and assurance function.	↑
Planning, integration and delivery of strategic change initiatives Risk that if the University's strategic change initiatives are delivered in an uncoordinated way, they will fail to deliver the desired benefits while having adverse impact on divisions, departments, faculties and services.	Services Committee supports integration of initiatives as they affect services. Implementation of recommendations of the Strategic Review of Professional Services, agreed by Council in HT25, including the creation of Shared Leadership Groups – a new leadership and planning framework for professional services that will significantly improve the ability to coordinate activity across end-to-end professional functions.	↔

Previously reported risks

Risks are reviewed regularly. A number of risks included in the 2023/24 financial statements have been reassessed over the course of 2024/25 and no longer meet the threshold for inclusion in the University Risk Register for direct monitoring at Council. These include postgraduate recruitment, APP awarding targets, impacts from external relationships, and staff immigration (visas). Furthermore, one risk now encompasses the previous estate not fit for purpose and building failure risks, and data protection is no longer a standalone risk at this level, though protecting personal and institutional data is recognised as a key part of our arrangements for cyber incident prevention and response.

Understanding risk – continued

New risks

The following risks have been added to the University Risk Register during Michaelmas term 2025.

Strategic plan area ²		Trend from June to October 2025
Principal risk	Action/mitigation	
<u>Resources</u>		
Structural imbalance between discretionary and non-discretionary funding for digital services	Funding allocation oversight and spend tracking is in place; a strategic review of digital funding models is planned.	* NEW to the University Risk Register

Emerging risks

Areas of emerging risk monitored by relevant committees in 2024/25:

INTERNATIONAL STUDENT FEE LEVY

The announced flat rate International Student Levy to be introduced in 2028/29 would have an adverse financial impact on many parts of the University.

GEOPOLITICAL INSTABILITY

Global political instability continues to create risks for funding, international collaborations, researcher mobility and our operations. It also presents opportunities, including the chance to attract world-class talent.

DECLINE IN OPERATIONAL SURPLUS

Risk that the University does not generate sufficient surplus on its operations adversely affecting its ability to deliver strategic ambition.

USE OF AI

Rapid developments in AI and digital technologies present both opportunities and risks, with potential impact on innovation in education and research, assessment and operations, and exposure to data and intellectual property risks.

Climate-related risks

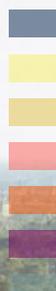
There are risks that the University's research, teaching and operations will be impacted either directly by the effects of climate change or biodiversity loss, or indirectly as a result of local, national or international climate-related policy changes. These risks are being monitored at the relevant committees.

In 2021 the University agreed an Environmental Sustainability Strategy with ambitious net zero carbon and biodiversity net gain targets to reduce the contribution that our operations could be making to climate change and biodiversity loss. A review of the Environmental Sustainability Strategy will take place in 2026 and consider whether targets and plans remain appropriate.

² Strategy, governance and leadership / Compliance, controls and operations are not defined strategic plan areas but are key to providing a secure foundation to enable the strategic plan, and to manage risks around our operational effectiveness, legislative requirements and protecting our brand.



Statement of Internal Control



Proposed aerial view of the 2 million sq ft EIT campus at Littlemore, designed by Foster + Partners. Currently due to open from 2027 onwards.

Statement of Internal Control

The University's Internal Control Framework supports the delivery of its strategy and internal control objectives.

The University's objectives for internal control are:

To manage the principal risks to the efficient and effective achievement of the University's aims and objectives.

To safeguard the assets for which Council is responsible, including public funds and other assets.

To ensure that liabilities incurred are recorded and managed effectively.

The University's internal control arrangements are also designed to prevent and detect corruption, fraud, bribery and other irregularities. This statement of internal control relates to the period covered by the financial statements, and the period up to the date of approval of the audited financial statements.

Control environment

Council accepts that it is neither possible nor desirable to build a control environment that is free from risk. There is a tension between the acknowledged advantages of the University's highly devolved operating model and the risks inherent in such a devolved structure. The devolved nature of authority and responsibility can present a challenge to the achievement of internal control. The University's system of internal control can therefore provide reasonable but not absolute assurance over the governance, operational, compliance, management, quality, reputational and financial risks to the University. The University's Financial Regulations set out processes designed to ensure the safeguarding of assets and the effective management of liabilities.

The University has established policies and supporting processes designed to prevent and detect corruption, fraud, bribery and other irregularities; however, further work is required to bring the University's arrangements in line with best practice.

Review processes over internal control

Council is responsible for determining the system of internal control operated by the University and for monitoring its adequacy and effectiveness. It meets on average 8 times a year to consider the strategic direction and effective administration of the University.

Council receives regular updates from the Audit and Scrutiny Committee on internal control and the business of the committee, and reviews the University Risk Register, considering the effectiveness of controls and mitigation in the management of risk.

The **Audit and Scrutiny Committee** is responsible for providing independent assurance to assist Council in fulfilling Council's responsibilities for ensuring the adequacy and effectiveness of the University's arrangements for:

- risk management
- control
- governance
- economy, efficiency and effectiveness (value for money)
- the management and quality assurance of data submitted to the Higher Education Statistics Agency, the Student Loans Company, and to the Office for Students and the other funding bodies.

The committee meets 4 times a year and receives assurances on the design and effectiveness of internal controls on behalf of Council. To this end, the committee agrees a programme of work for the internal audit function; receives regular reports from the internal auditors and from management on the adequacy and effectiveness of internal

controls; receives reports from the external auditors; and agrees the actions necessary to implement recommended improvements, among other matters. It provides Council with timely reports on internal controls as part of its regular business updates.

The **General Purposes Committee (GPC)** is responsible for reviewing the procedures for identifying and managing governance, management, quality, reputational and financial risks across the University. It is also responsible for the University's risk management arrangements. The GPC regularly reviews the University Risk Register.

PricewaterhouseCoopers LLP (PwC) provides internal audit services for the University. The scope of these services excludes educational publishing activities carried out by the Press; the Press has its own internal audit function. PwC provides an annual opinion on the adequacy and the effectiveness of internal controls and risk management across the University.

Deloitte LLP provides external audit services for the University, including educational publishing activities carried out by the Press. Deloitte provides an annual opinion on whether funds (including public funds) have been applied for the intended purposes. The external auditors prepare a report annually for management and the ASC containing any control recommendations they have arising from their audit.

The University of Oxford takes into account guidance set out by the Committee of University Chairs Higher Education Audit Committee's Code of Practice.

Risk management

The University's Risk Management Framework supports the delivery of the University's academic mission and its strategic priorities. The University's objectives for risk management are: to align risk management with the University's objectives

- to appraise and manage risks and opportunities in a systematic, structured, timely manner and in accordance with the University's statement of risk appetite
- to ensure that there is clear accountability and responsibility for risk within the University and that risks are managed at the most appropriate level.

Risk appetite

The University's statement of risk appetite guides the University's approach to and acceptance of risk.

University statement of risk appetite

In pursuing its objectives, as expressed in its Strategic Plan and elsewhere, the University will generally accept a level of risk proportionate to the expected benefits to be gained, and the scale or likelihood of damage.

The University has a high appetite for risk in the context of encouraging and promoting critical enquiry, academic freedom, freedom of expression and open debate.

The University has a very low appetite for risk where there is a likelihood of significant and lasting reputational damage; significant and lasting damage to its provision of world-class research or teaching; significant financial loss or significant negative variations to financial plans; loss of life or harm to students, staff, collaborators, partners or visitors; or illegal or unethical activity.

Risk assessment

Risk identification and assessment is undertaken at subsidiary, department/faculty, divisional, professional services, key project and core Committees of Council level, with risks considered as part of the planning cycle and principal risks escalated through to General Purposes Committee, Audit and Scrutiny Committee and Council according to defined thresholds of impact and likelihood. Standardised impact/likelihood score descriptors are used to ensure consistency of risk scoring.

Risk treatment

Treatment of risk is agreed according to the University's risk appetite. Council recognises that risk management cannot eliminate all risk, particularly where risks are outside the University's control, and a higher level of tolerance is actively promoted in the context of encouraging and promoting critical enquiry, academic freedom, freedom of expression and open debate.

Risk recording and reporting

The University Risk Register captures the key risks to achieving the mission and vision, as well as other notable risks, and considers the effectiveness of risk mitigation and internal controls.

Risks from the Committee and the other risk registers across the University are considered for inclusion in the University Risk Register according to a defined assessment methodology and thresholds.

The General Purposes Committee, Audit and Scrutiny Committee and Council review the University Risk Register twice a year, with the other risk registers (Committee, Divisional) also reviewed with the same frequency.

Statement of internal control – continued

Lines of defence

The three lines of defence form an integral part of the risk and assurance framework.

First line of defence

The first line of defence comprises departments, faculties, services and process owners whose activities create and manage the risks that can facilitate or prevent the University's objectives from being achieved. This includes taking acceptable risks in pursuit of the academic mission. The first line owns the risk, and the design and execution of the University's controls to mitigate those risks.

Second line of defence

The second line of defence is the design and maintenance of frameworks, policies, procedures and guidance that support risk and compliance to be managed in the first line. It is also responsible for monitoring and judging how effectively the first line is operating, and is more commonly referred to as functional oversight. This is performed by a number of central functions (eg Assurance, Finance, HR, Safety Office) as well as the standing principal committees of Council (eg People, Research and Innovation).

Third line of defence

The third line of defence provides independent assurance that management operate an effective framework of controls to manage risk, and that governance is appropriate around management of risk. The third line is directed by the Audit and Scrutiny Committee and has organisational independence from management. Currently, the main tool being used is the internal audit programme (PwC). Additional independent assurances are received from research funders (eg the Wellcome Trust) and other third parties (eg the Health and Safety Executive).

Monitoring and review

Risk management underpins the University's programme of internal audit work and is embedded as part of the University's annual planning processes. The University's risk management

arrangements ensure that a wide range of risk – including the business, operational and compliance risk, as well as financial risk – are identified, assessed and captured on the relevant risk registers, with divisional boards, committees and Council providing the required monitoring and oversight. The University's risk arrangements are being continuously improved, and the direction of travel is informed by best practice and industry standards.

Oxford University Press (OUP, 'the Press')

The Finance Committee of the Press is responsible for the Press's system of risk management and internal control and for reviewing its effectiveness.

The Press's system of internal controls is designed to manage rather than eliminate the risk of failure to meet the operational objectives, and inevitably can only provide reasonable and not absolute assurance against material misstatement or loss.

The **Finance Committee of the Press**, through Audit Committee, regularly reviews the effectiveness of the Press's system of internal control. The Audit Committee's monitoring covers all controls including financial, operational and compliance controls. It is based primarily on reviewing reports from management to consider whether significant risks are identified, evaluated, managed and controlled, and whether any significant weaknesses are promptly remedied or need extensive monitoring. The **Audit Committee of the Press** receives reports on internal control from the Press internal audit function and reports regularly to the Finance Committee of the Press and annually to the University Audit and Scrutiny Committee.

The Press's risk management system

The Press has implemented a global risk-based approach to the design, application and review of its risk management systems and internal controls. The Press's risk assessment practices are incorporated into its

wider business planning, budgeting and financial reporting processes. Risk registers are in place for all of the Press's operations, including major overseas branches and subsidiaries; these risk registers identify, evaluate and manage all the material risks facing the Press.

The Finance Committee of the Press, through the Audit Committee, regularly review the effectiveness of the Press's system of risk management. The Press's system of risk management is reviewed by the Press's Audit Committee, who report their conclusions to the Audit and Scrutiny Committee.

Oxford University Endowment Management (OUem)

OUem is an investment management business regulated by the Financial Conduct Authority. It is a wholly owned subsidiary of the University of Oxford.

Risk management sits at the heart of OUem. There are 4 key elements to management and control of risk at company level: the risk management framework; the risk management policy; the internal capital adequacy and risk assessment process; and risk registers and controls.

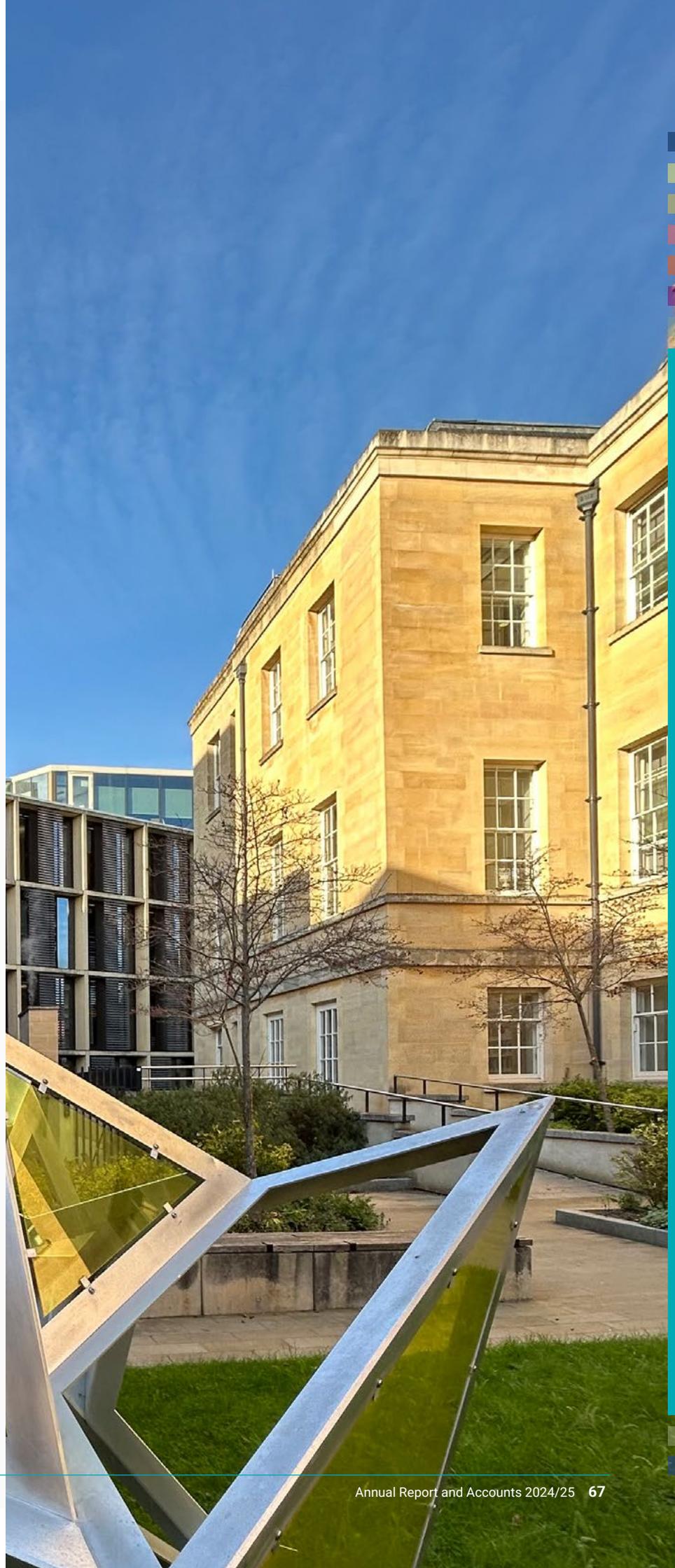
The board of OUem oversees OUem's operations and is responsible for its long-term objectives and strategy. In line with best practice, OUem has an Audit and Risk Management Committee (ARMC), which is a subcommittee of the board. The ARMC was established specifically to provide a focus on risk management. The ARMC has strategic oversight and supervision of OUem's audit and risk management responsibilities. The ARMC evaluates, monitors and reports to the board on the adequacy and effectiveness of OUem's risk management function (as outlined in the Risk Management Policy) and internal controls. The committee operates within the risk parameters as directed and overseen by the board, which remains ultimately responsible for the risk management of the company. Responsibility for the day-to-day discharge of risk management obligations within OUem rests with the CEO.

Sign off

The University outsources the provision of its internal audit activities to PricewaterhouseCoopers LLP. In its annual report to the Audit and Scrutiny Committee, the internal auditor provided a limited assurance opinion and identified operational control weaknesses relating to information technology and the physical estate, which the internal auditor and University consider to be significant. The University recognises the importance of a robust internal control environment, and has embarked upon a programme of activities to strengthen controls, including in those areas highlighted by the internal auditor, and will report regularly to the committee.

Council confirms that it is responsible for ensuring that a sound system of internal control is maintained. It has reviewed the effectiveness of these arrangements and confirms that the University's system of internal control has been in place during the year ended 31 July 2025, and up to the date of approval of the audited financial statements.

The Audit and Scrutiny Committee is of the opinion that the Statement of Internal Control, as incorporated in the financial statements, contains an accurate description of the principal features of the University's system of risk management and internal control.



Independent Auditor's Report



The Crucifixion with Saints

Early 1420s
Fra Angelico (active 1417, died 1455)

Fra Angelico allegedly never painted a Crucifixion without tears streaming down his face. This early work, probably made for private devotion, evocatively conveys the emotional responses of each mourning figure. The Virgin Mary gazes outwards with watery eyes, drawing our attention to the body of her dead son. Mary Magdalen clutches at the cross in grief while John the Evangelist, hands gripped in prayer, looks lost in thought. Miraculously, the wood at the top of the cross transforms into a verdant tree where a pelican feeds her young with her own blood – a symbol of Christ's self-sacrifice. The flourishing tree suggests hope and new life after death.

This important new acquisition spent 200 years in a British private collection and was only recognised as a work by the great Florentine artist in 1994.

Tempera on panel and original frame
WAZ02948

Purchased with the assistance of The Lord Lupton CBE, The National Heritage Memorial Fund, David and Molly Lovell Borthwick Art Fund, The Headley Trust, The Emmett Family, Barrie and Deedee Wignore, John Booth CVO, Dr Anthea Hume, Patrons of the Ashmolean Museum, Lord and Lady Sassoon, Ian and Caroline Lang, a gift in memory of David Boyin, Mrs Rosmond Brown, Henry Cliffield Trust, James and Shirley Sherwood Foundation, Christian Levett, Chris Rokos, many other generous donors to the campaign, and those who wish to remain anonymous.

In 2025 the Ashmolean Museum acquired Fra Angelico's *Crucifixion*, which is now on display in the Early Italian Art Gallery.



Independent Auditor's Report

Report on the audit of the financial statements

1. Opinion

In our opinion the financial statements of the University of Oxford (the 'university') and its subsidiaries (together, the 'group'):

- give a true and fair view of the state of the group's and university's affairs as at 31 July 2025 and of the group's and the university's income and expenditure, gains and losses and changes in reserves and cash flows for the year then ended; and
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice, including Financial Reporting Standard 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" and the Statement of Recommended Practice: Accounting for Further and Higher Education.

We have audited the financial statements which comprise:

- the group and university statement of comprehensive income;
- the group and university statement of changes in reserves;
- the group and university statement of financial position;
- the group statement of cash flows;
- the statement of accounting policies;
- the related notes 1 to 40; and
- the US Loans Schedule (note 41), the supplementary schedule for the US Department of Education, being required by reference to University of Oxford accepting students under the US Department of Education student financial assistance programs.

The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (United Kingdom Generally Accepted Accounting Practice) and the Statement of Recommended Practice: Accounting for Further and Higher Education (2019).

2. Basis for opinion

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

We are independent of the group and the university in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the Financial Reporting Council's (the FRC's) Ethical Standard as applied to listed public interest entities, and we have fulfilled our other ethical responsibilities in accordance with these requirements. The non-audit services provided to the group and the university for the year are disclosed in note 11 to the financial statements. We confirm that we have not provided any non-audit services prohibited by the FRC's Ethical Standard to the group or the university.

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

Independent auditor's report – continued

3. Summary of our audit approach

Key audit matters	<p>The key audit matters that we identified in the current year were:</p> <ul style="list-style-type: none">▪ pension scheme valuation assumptions;▪ capitalisation of expenditure on property, plant and equipment;▪ valuation of unlisted spin-out investments;▪ income from donations and endowments; and▪ valuation of finance lease liabilities.
Materiality	<p>The materiality that we used for the group financial statements was £63 million, which was determined on the basis of 0.9% of net assets.</p> <p>A lower materiality was used with respect to the academic and trading operations of the group. This was £28 million which was determined on the basis of 1.0% of total income before donations.</p>
Scoping	<p>Our full scope audit, specified audit procedures, and audit of specified classes of transactions, account balances and disclosures (COTABD) covered 91% of group income, 94% of group surplus before other gains and 99% of group net assets.</p>
Significant changes in our approach	<p>There have been no significant changes to our audit approach compared to the prior year audit.</p>

Independent auditor's report – continued

4. Conclusions relating to going concern

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

Our evaluation of Council's assessment of the group's and university's ability to continue to adopt the going concern basis of accounting included:

- review and challenge of the group's forecast by considering the historical accuracy of previous forecasts, and by assessing whether the assumptions are reasonable given the current economic environment;
- evaluation of the university's financial position, including the size and liquidity of its investment portfolio;
- assessment of sensitivity analyses to understand whether there are realistic scenarios where the university would have insufficient liquidity to continue its operations;
- evaluation of post-year-end performance to forecasts; and
- assessment of the appropriateness of the disclosures in the financial statements.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the group's and university's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

5. Key audit matters

Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the financial statements of the current period and include the most significant assessed risks of material misstatement (whether or not due to fraud) that we identified. These matters included those which had the greatest effect on: the overall audit strategy; the allocation of resources in the audit; and directing the efforts of the engagement team.

These matters were addressed in the context of our audit of the financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

Independent auditor's report – continued

5.1 Pension scheme valuation assumptions

Key audit matter description	<p>The university participates in three principal pension schemes, one of which has material pension liabilities at year end. This is the Oxford University Press Group Scheme (OUPGS). The audit of the associated pension scheme obligations requires the assessment of significant estimates made by the university and takes a significant amount of audit effort. For these reasons we identified this area as a key audit matter.</p> <p>The OUPGS scheme is a defined benefit pension scheme, which is currently in deficit. There are a range of assumptions that underpin the calculation of the deficit, which can have a material impact on the deficit reported in the financial statements.</p> <p>The net deficit of the OUPGS has decreased from £63.2 million at 31 July 2024 to £50.2 million at 31 July 2025. With respect to the liabilities, management's key assumptions include the scheme discount rate of 5.80% (2024: 5.15%), RPI inflation of 3.05% (2024: 3.20%), and the related pay increase and pension increase assumptions.</p> <p>Details of the OUPGS deficit and the sensitivity analyses prepared by management can be found in note 34 to the financial statements. Further information on the related judgements and estimates is provided in the "Critical accounting judgements and key sources of estimation uncertainty" note. The OUPGS is discussed in the financial review on page 44.</p>
How the scope of our audit responded to the key audit matter	<ul style="list-style-type: none">▪ We obtained an understanding of the relevant controls associated with determining the assumptions that underpin the valuation of the funded obligations.▪ With the assistance of our pension audit specialists, we assessed the reasonableness of the assumptions and independently checked the valuation of the funded obligations.▪ We assessed the appropriateness of the related accounts disclosures.
Key observations	<p>Based on the work performed, we concluded that the OUPGS pension scheme valuation is appropriate.</p>

Independent auditor's report – continued

5.2. Capitalisation of expenditure on property, plant and equipment and intangible assets

Key audit matter description	<p>The group continues to invest in significant improvements to buildings and the related equipment and machinery. The group recognised a total of £220.8million (2024: £194.0 million) of additions to property, plant and equipment (excluding finance lease assets), of which £183.5m (2024: £168.6 million) related to additions to assets in the course of construction in the year to 31 July 2025, as disclosed in note 17 to the financial statements.</p> <p>There is a judgement as to whether the expenditure included in this amount correctly meets the definition of capital spend under FRS 102 Section 17, Property, Plant and Equipment. Inappropriate accounting judgments could be utilised as a method to fraudulently manipulate the financial statements by capitalising amounts that should be recognised as expenditure.</p> <p>Details of the accounting policies applied are set out in the statement of accounting policies section 10. Capital expenditure is discussed in the financial review on page 46.</p>
How the scope of our audit responded to the key audit matter	<ul style="list-style-type: none">▪ We obtained an understanding of the relevant controls over capitalisation of fixed assets.▪ For a sample of additions to property, plant and equipment we challenged management's judgement as to whether these specific additions represented capital items by assessing the nature of the additions against the criteria set out in FRS 102.
Key observations	<p>We made recommendations to management for improvements in controls in this area. Based on the work performed we are satisfied that the capitalisation of expenditure is appropriate.</p>

Independent auditor's report – continued

5.3. Valuation of unlisted spin-out investments

Key audit matter description	<p>The £247.3 million (2024: £208 million) of spin-out investments disclosed in notes 19 and 21 contains both listed and unlisted investments. Spinout investments are investments in companies that have arisen from university research activities and generally represent small holdings in early-stage-lifecycle companies.</p> <p>As disclosed in the Statement of Accounting Policies (subsection 13.3), the university holds its investment in unquoted companies at fair value where there has been a recent trade. Where management concludes there is no reliable measurement of fair value, unlisted equity investments are held at cost less impairment. Where a reliable fair value had previously been available, but can no longer be determined, the previous value is deemed to be the cost for the purpose of measuring the relevant asset on a cost less impairment basis.</p> <p>There are judgements involved as to whether sufficient information is available to measure the unlisted investment at fair value, and also as to whether there are any impairments required in this class of investments. The level of subjectivity in these judgements means that we identified the valuations as a potential area for fraud.</p> <p>Further details on spin-out investments are included on page 45 of the financial review.</p>
How the scope of our audit responded to the key audit matter	<ul style="list-style-type: none">■ We obtained an understanding of the relevant controls over the valuation method and assumptions.■ We challenged whether the university's assessment as to whether fair value could or could not be reliably determined for a sample of unlisted spin-out investments was appropriate by obtaining evidence of whether there had been recent funding rounds, and by examining whether the circumstances of the investment meant that it was reasonable to conclude that sufficient reliable data was or was not available to calculate a reliable fair value. For those investments which are held at fair value we have evaluated management's methodology to assess whether this is in line with FRS 102. With the assistance of our investment valuation specialist team we have also challenged management's valuation assumptions with reference to the valuation as at the most recent trade, by examining recent investee information including the latest financial forecasts, progress to milestones and market movements since the most recent trade. We also sought, where relevant, consideration of the performance of appropriate comparator companies and wider industry trends.■ We examined the key assumptions relating to potential impairment of spin-out investments held at cost and considered whether any further impairments were required; we did this through examination of recent investee information including latest financial forecasts, progress to milestones, and, where relevant, consideration of the performance of appropriate comparator companies and wider industry trends.
Key observations	<p>Based on the work performed we are satisfied that the valuation of unlisted spin-out investments is appropriate.</p>

Independent auditor's report – continued

5.4. Income from donations and endowments

Key audit matter description	<p>Each year the university receives significant new donations and endowments. As detailed in note 9, the group recognised £150.5 million of donation and endowment income in 2025 (£227.3 million in 2024). The Statement of Recommended Practice: Accounting for Further and Higher Education (2019) lays out the decision tree for how these should be treated in the financial statements. In practice there are often complex judgements required with respect to the classification of the donation / endowment and / or the timing of the recognition of the donation / endowment. This is because there can be terms and conditions attached to gift agreements that are complex to interpret and can influence the accounting for the gift. As management's judgements could have a material impact on the income of the group, we have concluded that this matter is a potential area for fraud. The accounting policies are set out on in section 6 of the statement of accounting policies. Further analysis is given on page 43 of the financial review.</p>
How the scope of our audit responded to the key audit matter	<ul style="list-style-type: none">▪ We obtained an understanding of the relevant controls over the classification, revenue recognition and cut-off of donations and endowments.▪ We obtained an understanding of the overall nature of the arrangements in respect of donations and endowments.▪ For a sample of donations and endowments we assessed whether they had been recognised in the correct period and appropriately classified through examination of the supporting documentary evidence.
Key observations	<p>Based on the work performed we are satisfied that the treatment of income from donations and endowments is appropriate.</p>

Independent auditor's report – continued

5.5. Valuation of finance lease liabilities

Key audit matter description	<p>During the year the university entered into a material finance lease in respect of the Life and Mind Building, recognising an asset (note 17) and lease liability (note 27) of £106.5 million.</p> <p>The valuation of the lease liability involves material judgements including the determination of minimum lease payments, as well as material assumptions such as the discount rate used in valuing the liability at present value. Given the material value of the lease, changes in inputs could have a material impact.</p> <p>The accounting policies in relation to finance leases are set out on in section 11.1.1 of the statement of accounting policies. Further analysis is given on page 45 of the financial review.</p>
How the scope of our audit responded to the key audit matter	<ul style="list-style-type: none">▪ We obtained an understanding of the relevant controls over the valuation of the finance lease liability.▪ We challenged management's interpretation of the lease including the determination of minimum lease payments to ensure these were consistent with FRS 102 and the lease agreement.▪ We worked with our valuation specialists to evaluate management's calculation of the discount rate. This included comparison to our independent assessment of an appropriate range.
Key observations	<p>Based on the work performed we are satisfied that the valuation of the finance lease liability is appropriate.</p>

Independent auditor's report – continued

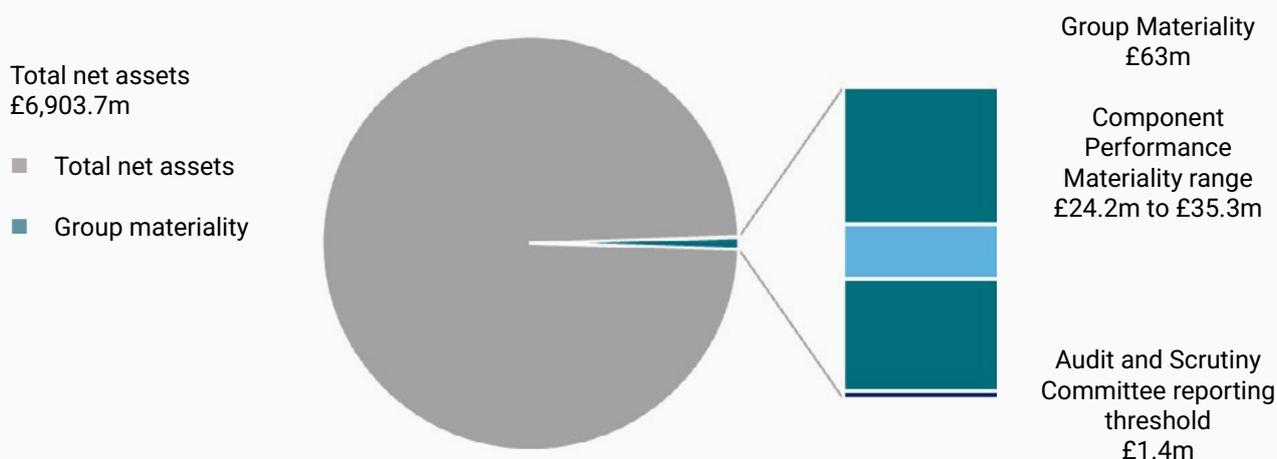
6. Our application of materiality

6.1. Materiality

We define materiality as the magnitude of misstatement in the financial statements that makes it probable that the economic decisions of a reasonably knowledgeable person would be changed or influenced. We use materiality both in planning the scope of our audit work and in evaluating the results of our work.

Based on our professional judgement, we determined materiality for the financial statements as a whole as follows:

	Group financial statements	University financial statements
Materiality	£63.0 million (2024: £54.0 million)	£62.0 million (2024: £53.0 million)
Basis for determining materiality	Materiality was based on 1% of opening net assets at the planning stage of the audit (2024: 1% of opening net assets). This equates to 0.9% (2024: 0.8%) of year end net assets of the group or university.	
Rationale for the benchmark applied	<p>We consider the main focus of stakeholder interest to be the stewardship of the university's resources to ensure long-term sustainability and to enable it to provide additional support for its core priorities (of students, academic posts, and buildings), and as such have identified the net assets of the group or university to be the appropriate benchmark for the group and university financial statements respectively.</p> <p>Additionally we have determined that users are sensitive to account balances relating to the academic and trading operations of the group that impact the group's deficit / surplus before other gains. As such we have determined a lower materiality for these account balances of £28.0 million for group and £23.8 million for the university (2024: £27.4 million for the group and £23.75 million for the university). At the planning stage this was based on 1% of the prior year's total income before donations (2024: 1% of prior year's total income before donations), which equates to 0.9% (2024: 1.0%) of year end total income before donations. We consider that total income before donations reflects the underlying performance of the academic and trading operations of the group and is one of the key metrics for users of the financial statements.</p>	



The amounts disclosed in note 40, Access and Participation expenditure, of £19.7 million (2024: £18.5 million), have been audited to a lower materiality of £0.93 million (2024: £0.88 million). This is due to the importance of this information to the regulator, the Office for Students, as a key user of this financial information. This lower materiality was determined on the basis of 5% (2024: 5%) of the total expenditure disclosed in that note.

Independent auditor's report – continued

6.2. Performance materiality

We set performance materiality at a level lower than materiality to reduce the probability that, in aggregate, uncorrected and undetected misstatements exceed the materiality for the financial statements as a whole.

	Group financial statements	University financial statements
Performance materiality	60% (2024: 60%) of group materiality	60% (2024: 60%) of university materiality
Basis and rationale for determining performance materiality	<p>In determining performance materiality, we considered the following factors:</p> <ul style="list-style-type: none"> the quality and maturity of the control environment, including consideration of the areas where we identified deficiencies in internal control in previous years; management's willingness to investigate and correct misstatements identified in the audit; and the nature, volume and size of corrected and / or uncorrected misstatements identified in previous audits. 	

6.3. Error reporting threshold

We agreed with the Audit and Scrutiny Committee that we would report to the Committee all audit differences in excess of £1.40 million (2024: £1.37 million), as well as differences below that threshold that, in our view, warranted reporting on qualitative grounds. We also report to the Audit and Scrutiny Committee on disclosure matters that we identified when assessing the overall presentation of the financial statements.

7. An overview of the scope of our audit

7.1. Identification and scoping of components

Our audit was scoped by obtaining an understanding of the nature of the university and its subsidiaries and assessing the risks of material misstatement at the group level.

As disclosed in section 1 of the Statement of Accounting Policies, the university was formally incorporated under the name of "The Chancellor, Masters and Scholars of the University of Oxford" ('CMS'). Although the university is a single legal entity, we identified that it comprises two main components: Oxford University Press ('OUP') and all other departments (sometimes referred to as the 'academic university'). These components of the university operate under separate control environments and between them they have 51 wholly-owned subsidiaries and 3 other subsidiaries as at 31 July 2025.

Additionally, OUP itself comprises several sub-components. These can be summarised as:

- the UK and US operations (legally part of CMS);
- the Delegates Property Reserve Fund (DPRF) (substantially all of which is legally part of CMS);
- other unincorporated branches (legally part of CMS); and
- other subsidiaries that are legally separate.

The scope of our audit is summarised in the table below and is broadly in line with the previous year, with the addition of audits of specified classes of transactions, account balances and disclosures (COTABD) in the OUP India and OUP Pakistan components.

All audit work relevant to the group audit was performed in the UK, with work on all the OUP components being performed by a single OUP component audit team. The audit of the academic university was performed directly by the group engagement team.

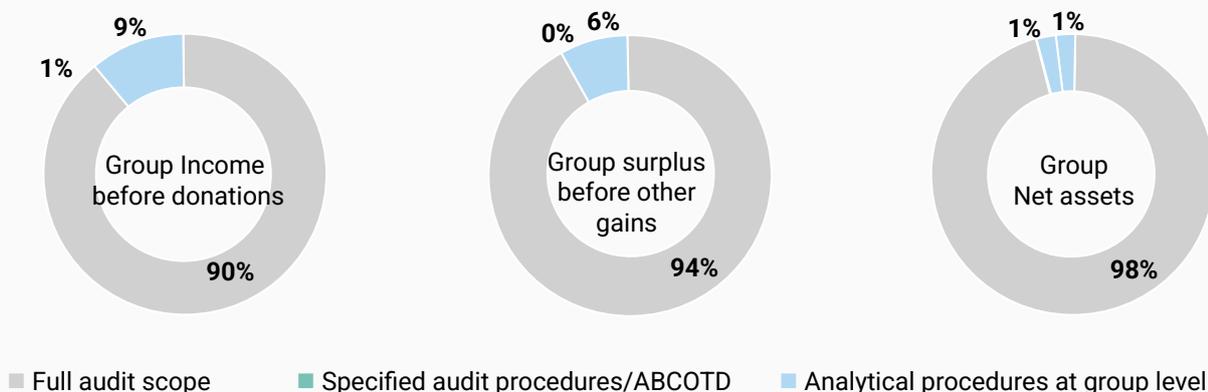
The group audit partner attended key planning meetings with the component audit team. Additionally, the group engagement team issued the component team with appropriate instructions, were involved in their risk assessment, and performed a review of key audit documentation throughout the audit. The group audit partner attended a close meeting with the component audit team in which key areas of component work were discussed.

At the group level, we tested the consolidation process and for components not subject to detailed audit work, we performed analytical procedures to assess whether there were any significant risks of material misstatements in the aggregated financial information of these components.

Independent auditor's report – continued

7.1. Identification and scoping of components continued

Component	Component Performance Materiality / Lower Component Performance Materiality	Scope
The "Academic University"	£35.30m/£23.75m	Full scope audit performed by group audit team.
OUP UK operations	£24.18m/£11.25m	Full scope audit performed by component audit team.
OUP US operations	£24.18m/£9.75m	Full scope audit performed by component audit team.
OUP DRPF	£24.18m/£9.75m	Audit of specified account balances, classes of transactions and disclosures – focussed on cash and fixed assets, performed by component audit team.
OUP India	£24.18m/£9.75m	Audit of specified classes of transactions, account balances and disclosures.
OUP OEMC	£24.18m/£9.75m	Audit of specified classes of transactions, account balances and disclosures.
OUP Pakistan	£24.18m/£9.75m	Audit of specified classes of transactions, account balances and disclosures.
OUP Spain	£24.18m/£9.75m	Audit of specified classes of transactions, account balances and disclosures.
Oxford Publishing Ltd	£24.18m/£9.75m	Audit of specified classes of transactions, account balances and disclosures.
All other group entities	£24.18m/£9.75m	Analytical procedures at group level.



Independent auditor's report – continued

7.2. Our consideration of the control environment

We have identified three key IT system relevant to the audit:

- OracleR12, which is the academic university's general ledger system;
- SITS, which is the academic university's student fee income system; and
- S/4HANA, which is OUP's general ledger system.

We involved our IT specialists to obtain an understanding of the IT environment and general IT controls within the underlying systems.

We obtained an understanding of relevant controls relating to tuition fees and education contracts, research grants, donations and endowments, staff costs, operating expenditure, and property, plant and equipment, investment in spinout companies, investment properties, investments in the Oxford Funds, finance leases and cash and cash equivalents, and OUPGS pensions.

In line with our plan, we did not take a controls reliance approach on any balance or business cycle.

7.3. Our consideration of climate-related risks

As part of our audit we have held discussions with management to understand and evaluate their process for assessing the impact of climate change on the group and its financial statements and understand their environmental sustainability strategy included on pages 32–35 of the annual report. As disclosed on page 61 of the annual report the group has not identified climate change as a principal risk.

Management considers that the impact of climate change does not give rise to a material financial statement impact.

We have read the annual report to consider whether the climate related disclosures on pages 32–35 are materially consistent with the financial statements and our knowledge obtained in the audit.

8. Other information

The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. Council is responsible for the other information contained within the annual report.

Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated.

If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

9. Responsibilities of the governing body

As explained more fully in the "Council" section of the "Governance" report on pages 50–53 of the annual report and accounts, Council is identified as the university's executive governing body and is responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as Council determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, Council is responsible for assessing the group's and the university's ability to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting unless Council either intends to liquidate the group or the university or to cease operations, or has no realistic alternative but to do so.

10. Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located on the FRC's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Independent auditor's report – continued

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below.

11.1. Identifying and assessing potential risks related to irregularities

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, we considered the following:

- the nature of the industry and sector, control environment and business performance;
- results of our enquiries of management, internal audit, and representatives of the Audit and Scrutiny Committee and Council about their own identification and assessment of the risks of irregularities, including those specific to the group's sector;
- any matters we identified having obtained and reviewed the group's documentation of their policies and procedures relating to:
 - identifying, evaluating and complying with laws and regulations and whether they were aware of any instances of non-compliance;
 - detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected or alleged fraud; and
 - the internal controls established to mitigate risks of fraud or non-compliance with laws and regulations; and
- the matters discussed among the audit engagement team and relevant internal specialists, including real estate, pensions and IT specialists, and significant component teams, regarding how and where fraud might occur in the financial statements and any potential indicators of fraud.

As a result of these procedures, we considered the opportunities and incentives that may exist within the organisation for fraud and identified the greatest potential for fraud in capitalisation of expenditure on property, plant and equipment, the valuation of unlisted spinout investments and income from donations and endowments. In common with all audits under ISAs (UK), we are also required to perform specific procedures to respond to the risk of management override.

We also obtained an understanding of the legal and regulatory frameworks that the group operates in, focusing on provisions of those laws and regulations that had a direct effect on the determination of material amounts and disclosures in the financial statements. The key laws and regulations we

considered in this context included the Office for Students "Regulatory Advice 9: Accounts Direction", the relevant provisions of the code of financial regulations relating to the supplemental schedule and the Higher Education Act.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which may be fundamental to the group's ability to operate or to avoid a material penalty. These included the group's conditions of registration with the Office for Students.

11.2. Audit response to risks identified

As a result of performing the above, we identified capitalisation of expenditure on property, plant and equipment, the valuation of unlisted spinout investments and income from donations and endowments as key audit matters related to the potential risk of fraud. The key audit matters section of our report explains these matters in more detail and also describes the specific procedures we performed in response to those key audit matters.

In addition to the above, our procedures to respond to risks identified included the following:

- reviewing the financial statement disclosures and testing to supporting documentation to assess compliance with provisions of relevant laws and regulations described as having a direct effect on the financial statements;
- enquiring of management, the Audit and Scrutiny Committee and in-house legal counsel concerning actual and potential litigation and claims;
- performing analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud;
- reading minutes of meetings of those charged with governance, reviewing internal audit reports, reviewing correspondence with the Office for Students; and
- in addressing the risk of fraud through management override of controls, testing the appropriateness of journal entries and other adjustments; assessing whether the judgements made in making accounting estimates are indicative of a potential bias; and evaluating the business rationale of any significant transactions that are unusual or outside the normal course of business.

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

Independent auditor's report – continued

Report on other legal and regulatory requirements

12. Opinions on other matters prescribed by the Office for Students (OfS) “Regulatory Advice 9: Accounts Direction”

In our opinion, in all material respects:

- funds from whatever source administered by the university for specific purposes have been applied to those purposes and managed in accordance with relevant legislation;
- funds provided by the OfS and UK Research and Innovation (including Research England), the Education and Skills Funding Agency and the Department for Education have been applied in accordance with the relevant terms and conditions; and
- the requirements of the OfS’s accounts direction have been met.

13. Matters on which we are required to report by exception

13.1. Matters required under the OfS Accounts Direction

Under the OfS Regulatory Advice 9: Accounts Direction, we are required to report in respect of the following matters if, in our opinion:

- the provider’s grant and fee income, as disclosed in the note 1 to the accounts, has been materially misstated; or
- the provider’s expenditure on access and participation activities for the financial year, as disclosed in note 40 to the accounts, has been materially misstated.

We have nothing to report in respect of these matters.

14. Other matters which we are required to address

14.1. Auditor tenure

Following the recommendation of the Audit and Scrutiny Committee, we were appointed by the Council on 2 December 2019 to audit the financial statements for the year ending 31 July 2022 and subsequent financial periods. The period of total uninterrupted engagement including previous renewals and reappointments of the firm is four years, covering the years ending 31 July 2022 to 31 July 2025.

14.2. Consistency of the audit report with the additional report to the Audit and Scrutiny Committee

Our audit opinion is consistent with the additional report to the Audit and Scrutiny committee we are required to provide in accordance with ISAs (UK).

15. Use of our report

This report is made solely to the Council in accordance with the charter and statutes of the university and the Accounts Direction issued by the Office for Students dated 25 October 2019. Our audit work has been undertaken so that we might state to Council those matters we are required to state to it 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 Council as a body, for our audit work, for this report, or for the opinions we have formed.

William Smith, (Senior Statutory Auditor)

For and on behalf of Deloitte LLP

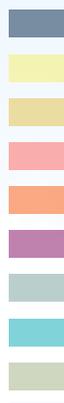
Statutory Auditor

London, United Kingdom

8 December 2025

Financial Statements





Statement of comprehensive income

For the year ended 31 July 2025

	Note	Group		University	
		2025 £'m	2024 £'m	2025 £'m	2024 £'m
Income					
Tuition fees and education contracts	2	603.2	551.0	573.6	524.7
Funding body grants	3	224.2	224.7	224.2	224.7
Research grants and contracts	4	801.3	778.9	800.8	777.8
Publishing services	5	733.2	746.8	578.9	589.3
Other income	6	300.8	317.7	301.6	292.9
Investment income	7	204.6	197.2	192.6	178.7
Total income before donations		2,867.3	2,816.3	2,671.7	2,588.1
Donations and endowments	9	150.5	227.3	153.7	230.3
Donation of assets	9	3.4	10.7	3.4	10.7
Total income		3,021.2	3,054.3	2,828.8	2,829.1
Expenditure					
Staff costs – excluding movement in pension deficit funding provisions	10	1,389.1	1,287.6	1,307.2	1,209.7
Staff costs – movement in pension provision	10	1.0	(527.4)	1.0	(523.3)
Total staff costs		1,390.1	760.2	1,308.2	686.4
Operating expenditure		1,339.1	1,323.5	1,233.5	1,201.3
Depreciation/amortisation	12	128.9	131.0	125.6	128.2
Interest and other finance costs	13	36.8	48.1	36.4	46.6
Total expenditure	11	2,894.9	2,262.8	2,703.7	2,062.5
Surplus before other gains		126.3	791.5	125.1	766.6
Loss on disposal of fixed assets		-	(1.8)	-	(1.9)
Gains on investments	8	403.0	245.9	326.0	246.4
Share of (deficit) on joint ventures	20	(3.4)	(10.4)	(2.7)	(10.4)
Surplus before tax		525.9	1,025.2	448.4	1,000.7
Taxation	14	(14.5)	(11.8)	(3.2)	(3.9)
Minority interest		-	(1.1)	-	(1.1)
Surplus after tax for the year		511.4	1,012.3	445.2	995.7
Changes in defined benefit pension scheme liability	29	10.3	(10.0)	10.3	(10.0)
Currency translation differences on foreign currency net investments		(5.4)	0.1	1.6	2.6
Effective portion of changes in fair value of cash flow hedges		(0.1)	0.1	(0.1)	0.1
Total comprehensive income for the year		516.2	1,002.5	457.0	988.4
Represented by:					
Unrestricted comprehensive income for the year	32	286.4	738.0	232.7	727.1
Endowment comprehensive income for the year	30	195.9	229.3	190.4	225.7
Restricted comprehensive income for the year	31	33.9	35.6	33.9	35.6
Non-controlling interest for the year		-	(0.4)	-	-
Total		516.2	1,002.5	457.0	988.4

The notes on pages 90 to 149 are an integral part of the Group and University only financial statements.

Statement of changes in reserves

For the year ended 31 July 2025

Group	Endowment reserves		Income and expenditure reserves		Total excl non-controlling interest	Non-controlling interest	Total reserves
	Permanent £'m	Expendable £'m	Restricted £'m	Unrestricted £'m			
Balance at 1 August 2023	1,202.8	475.2	227.7	3,478.7	5,384.4	0.6	5,385.0
Surplus/(deficit) after tax	74.5	154.8	35.6	747.8	1,012.7	(0.4)	1,012.3
Loss recognised in other comprehensive income	-	-	-	(9.8)	(9.8)	-	(9.8)
Total comprehensive income for the year	74.5	154.8	35.6	738.0	1,002.9	(0.4)	1,002.5
Reserves transfer	1.0	4.1	-	(5.1)	-	-	-
Balance at 31 July 2024	1,278.3	634.1	263.3	4,211.6	6,387.3	0.2	6,387.5
Surplus after tax	112.8	83.1	33.9	281.6	511.4	-	511.4
Other comprehensive income	-	-	-	4.8	4.8	-	4.8
Total comprehensive income for the year	112.8	83.1	33.9	286.4	516.2	-	516.2
Reserves transfer	-	-	-	-	-	-	-
Balance at 31 July 2025	1,391.1	717.2	297.2	4,498.0	6,903.5	0.2	6,903.7
University							
Balance at 1 August 2023	1,126.8	475.2	227.7	3,432.2	5,261.9	-	5,261.9
Surplus after tax	70.9	154.8	35.6	734.4	995.7	-	995.7
Loss recognised in other comprehensive income	-	-	-	(7.3)	(7.3)	-	(7.3)
Total comprehensive income for the year	70.9	154.8	35.6	727.1	988.4	-	988.4
Reserves transfer	1.0	4.1	-	(5.1)	-	-	-
Balance at 31 July 2024	1,198.7	634.1	263.3	4,154.2	6,250.3	-	6,250.3
Surplus after tax	107.3	83.1	33.9	220.9	445.2	-	445.2
Other comprehensive income	-	-	-	11.8	11.8	-	11.8
Total comprehensive income for the year	107.3	83.1	33.9	232.7	457.0	-	457.0
Reserves transfer	-	-	-	-	-	-	-
Balance at 31 July 2025	1,306.0	717.2	297.2	4,386.9	6,707.3	-	6,707.3

The notes on pages 90 to 149 are an integral part of the Group and University only financial statements.

Statement of financial position

As at 31 July 2025

	Note	Group		University	
		2025 £'m	2024 £'m	2025 £'m	2024 £'m
Non-current assets					
Intangible assets and goodwill	16	112.1	124.5	111.7	124.1
Property, plant and equipment	17	1,841.2	1,632.0	1,830.8	1,620.3
Heritage assets	18	131.7	122.7	131.7	122.7
Investments	19	5,819.3	5,461.2	5,754.8	5,475.6
		7,904.3	7,340.4	7,829.0	7,342.7
Current assets					
Intangible assets – pre-publication	23	25.8	25.6	24.3	24.2
Inventories and work-in-progress	23	55.5	66.8	39.7	50.8
Investments	21	128.6	160.7	112.9	122.5
Trade and other receivables	22	738.1	800.4	687.7	681.9
Cash and cash equivalents	24	735.5	632.9	639.3	546.7
		1,683.5	1,686.4	1,503.9	1,426.1
Creditors: amounts falling due within one year	26	(1,200.5)	(1,245.0)	(1,158.2)	(1,135.7)
Net current assets		483.0	441.4	345.7	290.4
Total assets less current liabilities		8,387.3	7,781.8	8,174.7	7,633.1
Creditors: amounts falling due after more than one year	27	(1,399.2)	(1,307.0)	(1,394.0)	(1,307.7)
Provisions for liabilities					
Pension provisions – deficit recovery plans	29	(1.3)	(0.4)	(1.3)	(0.4)
Pension provisions – defined benefit schemes	29	(53.4)	(66.6)	(53.4)	(66.6)
Other provisions	29	(29.7)	(20.3)	(18.7)	(7.9)
Total net assets		6,903.7	6,387.5	6,707.3	6,250.5
Reserves					
Endowment reserves					
– Permanent	30	1,391.1	1,278.3	1,306.0	1,198.7
– Expendable	30	717.2	634.1	717.2	634.1
		2,108.3	1,912.4	2,023.2	1,832.8
Income and expenditure reserve					
– Restricted	31	297.2	263.3	297.2	263.3
– Unrestricted	32	4,498.0	4,211.6	4,386.9	4,154.2
		4,795.2	4,474.9	4,684.1	4,417.5
Total excluding non-controlling interest		6,903.5	6,387.3	6,707.3	6,250.3
Non-controlling interest		0.2	0.2	-	0.2
Total reserves		6,903.7	6,387.5	6,707.3	6,250.5

The financial statements were approved by Council on 8 December 2025 and signed on its behalf by:

Professor I Tracey
Vice-Chancellor

Professor P Grant
Pro-Vice-Chancellor

The notes on pages 90 to 149 are an integral part of the Group and University only financial statements.

Statement of cash flows

For the year ended 31 July 2025

	Note	Group	
		2025 £'m	2024 £'m
Cash flows from operating activities			
Surplus for the year before taxation		525.9	1,025.2
<i>Adjustment for non-cash items:</i>			
Depreciation	12	104.9	102.2
Amortisation		24.0	28.8
Impairment of assets under construction		6.9	-
Gain on investments	8	(403.1)	(245.9)
Increase in pre-publication cost	23	(0.2)	(6.7)
Decrease in inventories	23	11.4	8.1
Decrease/(increase) in receivables	22	73.3	(150.1)
(Decrease)/increase in payables	26,27	(60.7)	62.2
Decrease in pension provisions	29	(2.0)	(534.1)
Increase/(decrease) in other provisions	29	9.4	(1.4)
Donation of assets	9	(3.4)	(10.4)
Decrease in non-controlling interest		-	(1.1)
Share of operating loss in joint ventures		3.4	10.4
<i>Adjustment for investing or financing activities:</i>			
Investment income	7	(204.6)	(193.3)
Interest payable	13	36.8	48.1
New endowments	9	(49.6)	(152.9)
Capital grant income	3,4,6	(50.0)	(42.5)
Loss on disposal of property, plant and equipment		-	1.8
Cash flows from operating activities		22.4	(51.6)
Taxation	14	(18.2)	(7.0)
Net cash flows from operating activities		4.2	(58.6)
Cash flows from investing activities			
Proceeds from sale of property, plant and equipment	17	-	2.0
Capital grants receipts		69.5	65.4
Proceeds from sale of intangible fixed assets	16	2.9	-
Payments to acquire heritage assets	18	(5.6)	-
Payments to acquire property, plant and equipment	17	(204.7)	(197.4)
Payments to acquire intangible assets	16	(14.5)	(39.2)
Net proceeds from current asset investments	21	125.2	40.4
Receipts from sale of non-current investments	19	19.4	-
Payments to acquire non-current investments	19	(76.5)	(160.4)
Investment income	7	200.7	193.3
Net cash flows from investing activities		116.4	(95.9)
Cash flows from financing activities			
Interest paid on borrowings and finance leases	13	(37.5)	(32.8)
Endowment cash received		39.2	174.0
Repayment of borrowings	27	(18.9)	(4.4)
Capital element of finance lease rental payments		(0.8)	-
Net cash flows from financing activities		(18.0)	136.8
Net increase/(decrease) in cash and cash equivalents		102.6	(17.7)
Cash and cash equivalents at the beginning of year		632.9	650.6
Cash and cash equivalents at the end of year		735.5	632.9

The notes on pages 90 to 149 are an integral part of the Group and University only financial statements.

Statement of Accounting Policies

1. General information

The Chancellor, Masters and Scholars of the University of Oxford ('the University') is a civil corporation established under common law in England. The University was formally incorporated by the Act for Incorporation of Both Universities 1571 and is governed by its statutes and regulations. The principal office is located at University of Oxford, University Offices, Wellington Square, Oxford, OX1 2JD.

2. Statement of compliance

The Group and University financial statements have been prepared in accordance with:

- United Kingdom Accounting Standards, including Financial Reporting Standard 102, The Financial Reporting Standard applicable in the United Kingdom and the Republic of Ireland (FRS 102)
- the Statement of Recommended Practice (SORP): Accounting for Further and Higher Education (2019 edition).

In addition, these financial statements are also prepared considering the requirements of:

- the Royal Charter
- the Accounts Direction issued by the Office for Students (OfS)
- the terms and conditions of funding for higher education institutions issued by the OfS
- the terms and conditions of Research England Grant.

The University is a public benefit entity and therefore has applied the relevant public benefit requirements of the applicable UK laws and accounting standards.

3. Summary of significant accounting policies

The principal accounting policies applied in the preparation of the Group and University financial statements are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated.

3.1. Basis of preparation

The Group and University financial statements are prepared on a going concern basis, under the historical cost convention, as modified by the recognition of certain financial instruments and certain pension assets measured at fair value.

The Group has taken advantage of the exemptions available under section 3.3 of the Statement of Recommended Practice (FRS 102 section 1.12(b)) to not produce a separate cash flow statement for the University.

3.2. Going concern

The Group and University's activities, together with the factors likely to affect its future development, performance and financial

position, are comprehensively outlined in the operational and financial review, which forms part of the Board of Council's report. Council's report also provides a detailed description of the institution's financial standing including its cash flows, liquidity position and access to borrowing facilities.

In preparing the financial statements the going concern basis has been adopted, which is deemed appropriate by Council. Council has reviewed the projected cash flows over a period of at least 12 months from the date of approval of the financial statements. These cash flow forecasts incorporate an assessment of severe but plausible downside scenarios. After considering these forecasts and assessing the adequacy of existing financial resources, Council is satisfied that the Group and the University will 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").

Accordingly, Council is confident that both the Group and the University will have sufficient funds to continue to meet their liabilities as they fall due for a period of 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.

3.3. Basis of consolidation

The financial statements (apart from the University's own statement of financial position, comprehensive income statement and related notes) consolidate the accounts of the University and of its subsidiary undertakings for the financial year to 31 July 2025.

For reporting purposes, the term 'University' encompasses the academic divisions, libraries, museums, administrative support and the Oxford University Press (the 'Press'). The term 'Group' reflects the inclusion of both the academic University's subsidiaries, associates and joint ventures as well as those of the Press. A comprehensive list of the subsidiaries, joint ventures and associates is provided in note 20.

The results of subsidiaries acquired or disposed of during the current or prior financial years are included in the Group financial statements from or up to the date on which control was transferred. Acquisitions are accounted for using the "purchase method" in accordance with FRS 102.

The Group's financial statements do not consolidate the accounts of the Oxford University Student Union and its subsidiary, as they are separate and independent legal entities over which the Group does not exercise control or dominant influence and holds no financial interest.

Similarly, the accounts of 36 colleges of the University, each of which is an independent legal entity, are not consolidated. The accounts of Kellogg College, St Cross College and Reuben College (formerly Parks College) are included, as they are integrated departments of the University.

Accounting policies – continued

Non-company charitable subsidiaries, including trusts, are aggregated into the Group's accounts where they meet the definition of a 'special trust' as per Section 287 of the Charities Act 2011. In cases where a trust does not meet the definition of a special trust, but the Group can demonstrate control, the trust is consolidated.

Investment funds in which the Group is the major investor, but does not exercise any management control, are excluded from consolidation in accordance with FRS 102 section 9, and accounted for as investment assets.

Joint ventures and associates are accounted for using the 'equity method'. These investments are initially recognised at transaction cost and subsequently adjusted at each reporting period to reflect the Group's share of the comprehensive income, which is recognised through Other Comprehensive Income. The carrying value of the joint ventures and associates is reviewed periodically, and impairments are recognised where indicators are present of a dilution in the investment carrying value.

3.3.1. Intra-group Transactions

Gains or losses from intra-group transactions are fully eliminated on consolidation. Any debts and/or claims between undertakings included in the consolidated financial statements are also eliminated.

Balances between the University and its associates and joint ventures are not eliminated, and any unsettled normal trading transactions are reported as current assets or liabilities. Any gains or losses from such transactions are recognised in the carrying amount of the assets of the respective entity, with the portion related to the University's share being eliminated.

3.4. Foreign currency

a) Functional and presentation currency

The functional currency of the University and the majority of its subsidiaries is pounds sterling, as this reflects the primary economic environment in which the entities operate, namely the United Kingdom. Accordingly, the Group financial statements are presented in pounds sterling. The Group financial statements are presented in millions of pounds sterling unless otherwise stated.

b) Transactions and balances

Transactions in foreign currencies are recorded in the functional currency of each entity at the exchange rate in effect on the date of the transaction. Monetary assets and liabilities denominated in foreign currencies are translated at the exchange rate prevailing as at the reporting date. Non-monetary assets and liabilities measured at historical cost in a foreign currency are translated using the exchange rate as at the date of the original transaction.

Foreign exchange differences arising on the translation of monetary items are recognised in the Statement of Comprehensive Income. Non-monetary items carried at fair

value that are denominated in a foreign currency are translated at the exchange rates at the date when the fair value was determined, with resulting gains or losses recognised in the Statement of Comprehensive Income.

c) Translation of foreign operations

The results of foreign operations are translated into pounds sterling at the average exchange rates during the period, and their assets and liabilities are translated at the exchange rates prevailing at the reporting date. Exchange differences arising on the translation of foreign operations are recognised in Other Comprehensive Income and are accumulated in a separate component of equity. These differences are reclassified to the Statement of Comprehensive Income when the foreign operation is disposed of.

3.4.1. Hedge accounting and foreign exchange risk

a) Hedging of foreign exchange risk

The Group, particularly its publishing and investment activities, enters in to hedging instruments to mitigate foreign exchange risk. The Group designates certain derivatives as hedging instruments in respect of forecast foreign currency cash flows.

At the inception of the hedging relationship, the Group documents the relationship between the hedging instrument and the hedged item, including the risk management objectives and strategy for undertaking the hedge. The Group also documents its assessment of whether the hedging instrument is expected to be highly effective in offsetting the designated foreign exchange risk, both at inception and on an ongoing basis.

b) Hedge accounting

The effective portion of changes in the fair value of hedging instruments designated as cash flow hedges is recognised in Other Comprehensive Income. The ineffective portion, where applicable, is immediately recognised in the Statement of Comprehensive Income.

Amounts recognised in Other Comprehensive Income are reclassified to the Statement of Comprehensive Income in the periods when the hedged item materialises, such as when the forecast transaction occurs. Hedge accounting is discontinued when the Group revokes the hedging relationship or when the hedging instrument expires or is sold, terminated, or no longer qualifies for hedge accounting.

Any gains or losses recognised in reserves at the point of discontinuation are reclassified to the Statement of Comprehensive Income when the hedged item is subsequently recognised. If a forecast transaction is no longer expected to occur, the cumulative gain or loss previously recognised in Other Comprehensive Income is immediately reclassified to the Statement of Comprehensive Income.

Accounting policies – continued

4. Income

Income arising for the sale of goods or the provision of services is recognised as income on the exchange of the relevant goods or services, and where applicable is shown net of value added tax, returns, discounts and rebates as appropriate. Where services are being rendered but are not complete at the end of the period, income is recognised by reference to the stage of completion/degree of provision of the service as determined on an appropriate basis for each contract. Funds that the Group receives and disburses as paying agent on behalf of a funding body are excluded from the income and expenditure of the Group where the Group is exposed to minimal risk.

4.1. Tuition fees and educational contracts

Fee income is stated gross of any expenditure and credited to the Statement of Comprehensive Income over the period of students' study. Where the amount of the tuition fee is reduced, income receivable is shown net of the discount. Bursaries and scholarships are accounted for as expenditure and not deducted from income.

Tuition and other course fees relate directly to the provision of specific academic and non-academic courses. Income is recognised on a pro-rata basis across the length of the course, in line with the provision of the courses to students.

4.2. Performance model

Income is recognised within the Statement of Comprehensive Income when the grant is receivable (legal/contractual commitment) and performance-related conditions specified in the agreement are met. In the absence of performance conditions, income is recognised in full as soon as it becomes receivable.

Performance conditions are defined as conditions that require the performance of a particular level of service or units of output to be delivered, with payment of, or entitlement to, the resources conditional on that performance.

Resources received in advance of completion of performance conditions are recognised on the Statement of Financial Position as deferred income and released to the Statement of Comprehensive Income as conditions are met. Where grants are received in arrears, accrued revenue or receivable assets are recognised in line with income.

4.3. Government grants

Both revenue and capital government grants are accounted for under the performance model. For OfS/Research England funding grants relating to a single academic year, income is recognised in full in the period to which the grant relates. Grants relating to more than a single year are recognised pro rata across the term of the grant.

4.4. Research income

Income recognition for research funding is dependent upon the source of the funding and the nature of the transaction. Income is classified as 'Research Grants and Contracts' regardless of source when it meets the Frascati definition of research (systematic investigation to increase the stock of knowledge, including knowledge of humanity, culture and society).

In the majority of cases income is recognised on a reimbursement basis, with income recognised as costs are incurred for which the Group has a right to reimbursement, unless this is specifically disallowed under the funding agreement. Where funding is from a government body, expenditure on the grant purpose is presumed to be the performance condition unless specifically allowed under the funding agreement.

4.5. Publishing services

Income is stated net of trade discounts and is recognised when the significant risks and rewards are considered to have been transferred to the buyer. Income from the sale of goods is recognised when the goods are physically delivered to the customer. Income from the supply of services represents the value of services provided under contracts to the extent that there is a right to consideration and is recorded at the fair value of the consideration received or receivable.

Provision has been made for expected sales returns after the date of the Statement of Financial Position on the basis of the historical level of such returns augmented by additional provisions made in accordance with FRS 102, where in the opinion of management these are required. The movement in the returns provision is recognised within income and other operating expenses.

4.6. Capital grants

Grants, both government and non-government, for the purpose of purchasing or constructing specific assets are recognised as income upon the asset being brought into use, or in line with phase completion of large construction projects. Grants where the Group has discretion over the assets purchased/built are recognised in full as income when the grant becomes receivable.

Government grants are taken as income as they become receivable. Grant income is only recognised across the useful life of an asset to the extent that the grant specifically funds the operation/maintenance of the asset.

4.7. Investment income

Refer to policy 13 for investment income recognition policy.

4.8 Exceptional items

Exceptional items are material and/or unusual transactions or events identified by management, which are outside the normal course of the University's operations. Such items are presented separately to aid understanding of the Group's underlying financial performance.

The adjusted surplus alternative performance measure reported within the Finance Review excludes these exceptional and non-recurring items to present a clearer view of the University's ongoing financial performance.

5. Expenditure

Expenditure on goods and services is recognised when, and to the extent that, they are received and is measured at their fair value. Such expenditure is recognised in operating expenses unless it results in the creation of a non-current asset, in which case it is capitalised in accordance with the Group's capitalisation policy.



Accounting policies – continued

6. Endowments

6.1. Donations and endowments

Donations and endowments are recognised in income when the Group is entitled to the funds and are accounted for under the performance model. In the majority of cases this is the point at which the cash is received, although in the case of capital and particularly building donations or endowments this is in line with expenditure incurred under the agreement or delivery of specified milestones within the donation agreement.

Donations are credited to endowment reserves, restricted reserves or unrestricted reserves, depending on the nature and extent of restrictions specified by the donor. Donations with no substantial restrictions are included in unrestricted reserves.

Donations that are to be retained for the future benefit of the Group are included in endowment reserves.

Endowment funds are a class of funds where the donor requires the original gift to be invested, with the return to be spent against the donor's charitable aims.

These funds are classified under three headings:

- **Unrestricted permanent endowment:** where the donor has specified that the fund is to be permanently invested to generate an income stream for the general purposes of the Group, the fund is classified as an unrestricted permanent endowment.
- **Restricted permanent endowment:** Where the donor has specified that the fund is to be permanently invested to generate an income stream to be applied for a restricted purpose, the fund is classified as a restricted permanent endowment.
- **Restricted expendable endowment:** Where the donor has specified a particular objective other than the acquisition or construction of tangible fixed assets, and that the Group must or may convert the donated sum into income, the fund is classified as a restricted expendable endowment.

Total return

Investment gains on permanent endowment assets are recognised in the Statement of Comprehensive Income as accrued. The gains are recorded within the Group's permanent endowment reserves as unapplied return.

For unrestricted permanent endowments unapplied return is transferred to unrestricted reserves under a spend rule based on the estimated long-term investment real rate of return. This is calculated as a percentage (currently 4.0%) of the value of the brought forward endowment.

Indexation of permanent endowment capital

UK charity law requires the University to maintain the charitable benefit of all permanent endowments in perpetuity. The University has adopted a policy of indexing brought forward permanent endowment capital by the Consumer Price Index (CPI) to maintain the original capital value in real terms. A transfer is made on an annual basis from unapplied return to an indexation reserve (a subset of permanent endowment capital).

7. Employee benefits

Short-term employee benefits

Short-term employment benefits such as salaries and compensated absences are recognised as an expense in the year that employees render service to the Group. A liability is recognised at each date of the Statement of Financial Position to the extent that employee holiday allowances have been accrued but not taken, the expense being recognised as staff costs in the Statement of Comprehensive Income.

Post-employment benefits (pensions)

The three principal pension schemes for the Group's staff are the Universities Superannuation Scheme (USS), the OUP Group Pension Scheme (OUP Group) and the University of Oxford Staff Pension Scheme (OSPS). The Group also contributes on behalf of its employees to a number of other pension schemes including Superannuation Arrangements of the University of London (SAUL), the Medical Research Council Pension Scheme (MRCPS), overseas schemes and the NHS Pension Scheme.

The principal schemes are all defined benefit schemes, which are externally funded and until April 2016 were contracted out of the State Second Pension (S2P). Each fund is valued every three years by professionally qualified independent actuaries. The defined benefit portion of the OSPS scheme is no longer available to new members.

USS, OSPS, SAUL and MRCPS are multi-employer schemes for which it is not possible to identify the assets and liabilities belonging to individual institutional members due to the mutual nature of the schemes, and therefore these schemes are accounted for as defined contribution retirement benefit schemes.

The OUP Group scheme is not a multi-employer scheme and is therefore accounted for as a defined benefit scheme under FRS 102 section 28. The University contributes to USS, OUP Group, OSPS, SAUL and MRCPS at rates set by the scheme actuaries and advised to the University by the scheme administrators.

The University contributes to the NHS Pension Scheme at rates in accordance with the government's actuary's report on the scheme.

The amount charged to the Statement of Comprehensive Income represents the contributions payable to each scheme in respect of the accounting period, excluding any extra costs incurred related to clearing scheme deficits already provided for.

For defined benefit schemes that are not accounted for as multi-employer schemes, the amounts charged to operating profit are the current service costs and gains and losses on settlements and curtailments. They are included as part of staff costs. Past service costs are recognised immediately in the Statement of Comprehensive Income if the benefits have vested. If the benefits have not vested immediately, the costs are recognised over the period until vesting occurs. The net interest cost on the net defined benefit liability is reported as other finance expense in the Statement of Comprehensive Income. Actuarial gains and losses, together with the return on plan assets, are recognised immediately as Other Comprehensive Income.

Accounting policies – continued

Most defined benefit schemes are funded, the assets of the schemes being held separately from those of the Group in separate trustee-administered funds. Pension scheme assets are measured at fair value and liabilities are measured on an actuarial basis using the projected unit method, and discounted at a rate equivalent to the current rate of return on a high-quality corporate bond of equivalent currency and term to the scheme liabilities. The actuarial valuations are obtained at least triennially and are updated at each date of the Statement of Financial Position. The resulting defined benefit asset or liability, net of any related deferred tax, is presented separately after other net assets on the face of the Statement of Financial Position.

A liability is recorded within provisions for any contractual commitment to fund past deficits within the multi-employer schemes as determined by the scheme management. The associated expense is recognised in the Statement of Comprehensive Income.

8. Taxation

The University is an exempt charity as listed under Schedule 3 of the Charities Act 2011 and is defined as a charity within the meaning of Paragraph 1 of Schedule 6 to the Finance Act 2010. Accordingly, the University is potentially exempt from taxation in respect of income or capital gains received within categories covered by Sections 472–488 of the Corporation Tax Act 2010 and Section 256 of the Taxation of Chargeable Gains Act 1992 to the extent that such income or gains are applied to exclusively charitable purposes.

8.1. Value added tax (VAT)

Most of the Group's principal activities are not subject to VAT, but publishing sales, certain activities and other ancillary supplies and services are taxable for VAT purposes. Where VAT charged by suppliers is not recoverable, it is included within the relevant expenditure or as part of the cost of fixed assets.

8.2. Overseas tax liabilities

For its publishing activities, the Group may incur current tax liabilities, particularly related to non-UK taxation. These liabilities are provided for at amounts expected to be paid (or recovered) based on taxation rates and laws that have been enacted or substantively enacted by the date of the Statement of Financial Position.

8.3. Deferred tax

Deferred tax is recognised in respect of all timing differences that have originated but not reversed at the date of the Statement of Financial Position, where transactions or events that result in an obligation to pay more tax in the future or a right to pay less tax in the future have occurred at the date of the Statement of Financial Position. Timing differences are differences between the Group's taxable profits and its results, as stated in the financial statements that arise from the inclusion of income or expenses in tax assessments in periods different from those in which they are recognised in the financial statements.

Deferred tax assets are recognised only to the extent that, on the basis of all available evidence, it can be regarded as more likely than not that there will be suitable taxable profits from which the future reversal of the underlying timing differences can be deducted.

8.4. Commercial trading and subsidiary companies

The University's commercial trading activities are primarily conducted through its subsidiary companies. These companies are subject to VAT on the applicable income and corporation tax on taxable profits of UK subsidiary companies. However, most of the taxable profits are distributed to the University under Gift Aid to the extent that the companies have distributable reserves, thereby eliminating corporation tax liability. Commercial activity undertaken outside the UK may be subject to local taxation in those jurisdictions.

9. Intangible assets and goodwill

9.1. Acquired licences

Acquired publishing lists, which are classed as intangible assets, are amortised on a straight-line basis over their estimated economic life. This period is deemed to be between three and ten years, depending on the nature of the list acquired.

9.2. Software licences

Software licences with a cost over £50,000 and an economic life of longer than 12-months are capitalised as intangible assets. The licences are then amortised over their useful life of up to five years or the remaining length of the licence, whichever is shorter.

9.3. Datasets

Datasets are research-related intellectual property costs. In accordance with FRS 102, where these costs are measurable and have been incurred by a third party and are donated or sold to the Group, they are capitalised and written down over their useful life of up to 10 years.

9.4. Intangible current assets – pre-publication costs

Pre-publication external costs directly attributable to the development of individual print publications are capitalised and amortised over a period of 12 months from the date of publication. As per FRS 102 section 18, editorial salaries and associated overheads are not capitalised.

9.5. Internally generated intangible assets

No internally generated intangibles are capitalised, as the future inflow of economic benefits cannot be shown to be probable. Research and development costs are written off to the Statement of Comprehensive Income as incurred.

9.6. Goodwill

Goodwill arises from consolidation and is the difference between the fair value of the consideration given for the acquired entity and the fair value of its separable net assets at the date of acquisition.

Goodwill is amortised on a straight-line basis over its estimated useful life, which is between five and ten years. A full year's amortisation is recognised in the year of acquisition.



Accounting policies – continued

Goodwill is assessed for impairment indicators at each Statement of Financial Position date. Where objective evidence of impairment is identified, an impairment loss is recognised in the Statement of Comprehensive Income.

The recoverable amount of goodwill is determined based on the present value of the future cash flows from the cash-generating units to which the goodwill belongs.

Negative goodwill relating to non-monetary assets is released to the Statement of Comprehensive Income, as those assets are recovered through depreciation or sale. Negative goodwill in excess of the fair values of the non-monetary assets is released to the Statement of Comprehensive Income in the period in which the non-monetary assets are recovered.

10. Property, plant and equipment

Property, plant and equipment (PPE) consists of equipment, software and vehicles costing over £50,000 and capital building projects over £100,000, land and completed buildings having a useful economic life of greater than 1 year and not intended for resale.

10.1. Property, plant and equipment

10.1.1. Measurement and depreciation

PPE, other than properties held for investment purposes, is stated at historical cost. The Group depreciates PPE on a straight-line basis over their estimated useful lives. The depreciation periods are as follows:

- Freehold buildings: 30–55 years
- Building plant and equipment and temporary buildings: 10–20 years
- Buildings on National Health Service sites: 50 years
- Properties held under Finance Lease: 30–55 years
- Refurbishments on leasehold properties: 20 years, or the period of the lease if shorter
- Equipment: 5–10 years, unless the research project or expected asset life is shorter

Freehold land and assets in the course of construction are not depreciated.

10.1.2. Impairment

PPE is assessed for indicators of impairment at each Statement of Financial Position date. If any indicator for impairment is noted, impairment assessment is performed. If an asset's recoverable value is lower than its book value, an impairment loss is recognised in the Statement of Comprehensive Income. The recoverable value is defined as the higher of the fair value less costs to sell or the value in use.

If circumstances indicate a potential reversal of a previously recognised impairment, the impairment loss may be reversed only to the extent that the new carrying amount does not exceed the amount that would have been recognised had no impairment occurred.

10.1.3. Maintenance and expenditure

Routine expenditure to ensure that asset maintains its previously recognised standard of performance is recognised in

the Statement of Comprehensive Income in the period in which it is incurred. The Group maintains a planned maintenance programme, which is reviewed on an annual basis to ensure that all assets remain functional and in good condition.

10.1.4. Borrowing costs

Borrowing costs related to the purchase or construction of PPE are recognised as an expense in the Statement of Comprehensive Income during the period in which they are incurred.

10.2. Donated assets

10.2.1. Valuation

The Group receives donations in the form of benefits in kind, including gifts of equipment, works of art and property. Donated assets that are of significant value and meet the Group's capitalisation thresholds, and which the Group would otherwise treat as PPE if purchased, are capitalised at their fair value on receipt.

The fair value of donated assets is determined based on independent valuation, where possible, or using the best available evidence. Valuations may be provided by recognised valuers. Where external valuations are unavailable, in-house experts, who are recognised authorities on the specific area they curate, undertake the valuations.

10.2.2. Depreciation

Once capitalised, donated assets are depreciated in accordance with the Group's PPE policy, as outlined in the Property, plant and equipment section. Assets with indefinite useful lives are not depreciated but are subject to regular review for impairment in line with FRS 102.

10.2.3. Recognition

The value of donated assets is recognised as income in the Statement of Comprehensive Income in the financial year in which the donation is received. This treatment aligns with the principles set out in FRS 102 section 24 for government grants and donated assets.

11. Leases

The Group assesses all agreements to establish the existence of a lease and recognises as finance lease or operating lease where criteria is met.

11.1. Group as lessee

Leases in which the Group assumes substantially all the risks and rewards of ownership of the leased asset are classified as finance leases for agreements that exceed £100,000, being the minimum value at which PPE is capitalised. The lease is deemed to have commenced from the point control is transferred over from the lessor to the lessee.

11.1.1. Finance lease

Finance leases are recognised at the commencement date of the lease. Finance lease assets comprising mainly land and buildings are measured at cost less accumulated depreciation and impairment losses. The costs include the amount of the initial measurement of the lease liability; any lease payments made at or before the commencement date less lease

Accounting policies – continued

incentives received; any direct costs; and an estimate of dismantling costs. The carrying amount is further adjusted for any remeasurement of the lease liability including changes to CPI. Depreciation is expensed to the income and expenditure statement on a straight-line basis over the lease term. The lease term includes the non-cancellable period of lease together with any extension or termination options that are reasonably certain to be exercised.

11.1.2. Lease liabilities

Lease liabilities are measured at the lower of fair value or present value of minimum lease payments, discounted using the interest rate implicit in the lease or, if that rate is not readily determinable, the Group's incremental borrowing rate is applied. Lease liabilities are subsequently adjusted for any lease payments made and interest accrued, with the interest calculated using the 'effective interest method'. Maturity analysis of future cash flows is disclosed in note 37. Lease liabilities are remeasured at each reporting period where applicable to include changes in CPI.

11.1.3. Dilapidations

Dilapidations are recognised where there is a present obligation to repair and restore leased properties to their pre-occupancy state at the end of the lease term. The provision is based on best estimates for individual properties with reference to future expected changes in prices.

11.2. Operating lease as a lessor

The Group leases owned properties and sublets leased properties under operating lease arrangement, primarily land and buildings. Lease income is recognised on a straight-line basis over the lease term. The leased asset continues to be recognised on the statement of financial position under PPE.

11.3. Operating lease as lessee

Costs associated with operating leases are recognised on a straight-line basis over the lease term. Future commitments under operating leases are disclosed in note 35. Any lease premiums or incentives are spread evenly over the minimum lease term, with the difference between expenditure recognised and cash flow benefits received recognised as a liability. This liability is released to the Statement of Comprehensive Income over the lease term.

12. Heritage assets

Heritage assets are individual objects, collections, specimens or structures of historic, scientific or artistic value that are held and maintained by the Group primarily for their contribution to knowledge and culture. The University of Oxford holds world-class collections housed across various institutions including, but not limited to, the Ashmolean Museum, the Museum of Natural History, the Pitt Rivers Museum and the Bodleian Libraries.

12.1. Collections management

The Group adheres to national accreditation standards in the management of its major collections, which include:

- preserving, conserving and managing objects to ensure their longevity

- augmenting collections where possible, within available resources
- facilitating and encouraging the use of collections for teaching, research and public engagement
- enabling public access and interaction with the collections, contributing to cultural and educational engagement.

For items not on public display, request can be made to access the asset privately with the collection staff; this is mainly for research purposes. All heritage assets are kept securely in the displays and those not on display are kept in secure storage. The heritage asset collections are routinely checked by the museum or library specialist conservation teams to ensure they are being preserved for future generations. A record of all inspections, observations and repairs undertaken are maintained. Any damage identified or concerns over their condition is noted and where possible restored. In some cases, exhibits are rotated between being on display and in storage. Assets in storage are kept in bespoke boxes and containers depending on the type of asset, with the aim of preserving them. Access to heritage assets can be arranged by appointment with the conservators.

Heritage assets are recorded in the Group's asset register. These are verified with the departmental quarterly returns to confirm the existence and condition of the assets.

The costs that enhance the value of a heritage asset or extend its economic life are capitalised as part of the asset's carrying amount. Routine maintenance and operational costs that do not significantly increase the asset's value or lifespan are recognised as expenses in the period they are incurred.

12.2. Valuation and recognition

12.2.1. Heritage assets acquired before 1 August 1999

The majority of the collections were acquired before 1 August 1999. For these assets, information regarding purchase price or historical value is either unavailable or unobtainable at a cost that is commensurate with the benefits of reporting such information. Therefore, these heritage assets are excluded from the financial statements. This results in a partial inclusion of heritage assets in the balance sheet.

12.2.2. Heritage assets acquired after 1 August 1999

Heritage assets acquired after 1 August 1999 are capitalised in the financial statements at cost or deemed cost, where applicable. The Group uses independent valuations for assets donated or acquired through schemes like the Acceptance in Lieu of Tax scheme managed by Arts Council England in conjunction with HMRC. These assets are accounted for at the equivalent tax value they are assigned when donated in lieu of tax.

Where independent valuation is not feasible, the Group relies on the expertise of its in-house curators. These experts are recognised authorities in their fields and intimately familiar with the collections they manage, ensuring accurate and fair valuations.

12.2.3. Capitalisation threshold

Heritage assets with a value exceeding £50,000 are capitalised and recognised in the balance sheet at their acquisition cost,

Accounting policies – continued

valuation or tax in lieu amount, whichever is applicable. Heritage assets with a value below £50,000 are expensed to income and expenditure in the year of acquisition.

12.3 Disposal

The Group has a strict disposal policy, only removing items from its collections in exceptional circumstances (eg due to irreparable damage or in accordance with ethical and legal obligations). Disposals are rare and follow a rigorous approval process that involves curators and governing bodies. When a heritage asset is disposed of, it is removed from the Statement of Financial Position. The gain or loss on disposal is calculated as the difference between the carrying amount of the asset and the proceeds received and is included in Comprehensive Income.

12.4. Depreciation and impairment

Heritage assets are not depreciated, in line with FRS 102, because their long economic life and high residual value render depreciation immaterial. However, these assets are subject to an annual impairment review. If evidence suggests that the value of a heritage asset has decreased, the impairment is recognised in the Statement of Comprehensive Income in accordance with applicable accounting standards.

13. Investments

13.1. Initial recognition and measurement

All investments are initially recognised at cost and subsequently measured at fair value at each reporting date. If fair value cannot be reliably measured or if investments are not publicly traded, they are measured at cost less impairment.

13.2. Listed investments and properties

Listed investments and properties held as fixed asset investments and endowment asset investments are stated at market value at the balance sheet date.

13.3. Unquoted companies and spinouts

Investments in unquoted companies are valued in accordance with the International Private Equity and Venture Capital Guidelines (the 'IPEVC Guidelines') endorsed by the British and European Venture Capital Associations. Specifically, 'where the investment being valued has been subject to a recent trade, its cost may provide a good indication of fair value unless there is objective evidence that the investment has since been impaired, such as observable data suggesting a deterioration of the financial, technical, or commercial performance of the underlying business'. In other cases where management conclude there is no reliable measurement of fair value, unlisted equity investments are held at cost less impairment. In the circumstance where a reliable fair value had been previously available but can no longer be determined, the previous value is deemed to be the cost for the purpose of measuring the cost and then reviewed for impairment. Where there has been no funding round then spinouts are held at the original cost of the share subscription.

13.4. Investment properties

Investment properties are measured at fair value based on valuations undertaken by an independent chartered surveyor.

The properties are revalued annually and every property is subject to a physical inspection in a three-year cycle. During the intervening two years, valuations follow desk-based reviews.

13.5. Subsidiaries and associates

Investments in subsidiaries and associated undertakings are accounted for under the cost model and recognised at transaction cost less accumulated impairment losses. Virtually all associates are part of the investment in the spinout portfolio and are valued on the same basis as the spinout investments.

13.6. Oxford Funds and CUUT

Following the formation of a Charitable Unauthorised Unit Trust (CUUT) to hold the Oxford Funds in June 2018, the dividend received from the Oxford Funds has been recognised in investment income. This accounting policy is based on the CUUT being held as part of an investment portfolio, and meets the criteria in FRS 102 section 9.9(b) to be held at fair value: 'an interest is held as part of an investment portfolio if its value to the investor is through fair value as part of a directly or indirectly held basket of investments rather than the media through which the investor carries out business.' For note 19, the Group Statement of Financial Position will show the fair values of the Group's portion of the CUUT. The Consolidated Cash Flow Statement will show any cash movements relating to investing activities in the CUUT such as redemptions or purchases, in 'cash flows from investing activities'. Any cash flows from the underlying investments to the CUUT are not visible, nor is dividend or interest income directly from the investments in the CUUT included in the Group accounts.

13.7. Revaluation

All gains and losses on investment assets, whether realised or unrealised, are recognised in the Statement of Comprehensive Income as they accrue.

13.8. Impairment

All investments are reviewed regularly for indications of impairment. Where there is evidence that an investment's carrying amount may not be recoverable, the asset is written down to its recoverable amount. The impairment loss is recognised immediately in the Statement of Comprehensive Income.

The recoverable amount is determined as the higher of fair value less costs to sell or value in use, and subsequent reversals of impairment are recognised in the Statement of Comprehensive Income when supported by evidence of recovery.

13.9. External entities

Until the creation of the Oxford Collegiate Feeder Fund, external entities such as colleges and other bodies closely associated with the University could invest in the Oxford Endowment and Oxford Capital Funds. Since it was not possible to show the specific investments of these entities in the various funds, the amounts held on their behalf by the Group were shown as a deduction from the Group's investment assets. Since 1 July 2018 the external entities can invest directly in the Oxford Collegiate Feeder Fund and no deduction is required.

Accounting policies – continued

14. Inventories and work in progress

Stock and work in progress are valued at the lower of cost and selling price less costs to sell. Cost includes all direct expenditure except that, in the case of finished books and work in progress, editorial salaries and the related overheads are not included. Development costs associated with the compilation of major new reference works, the revenues from which are long deferred, are written off as they are incurred. Development costs associated with electronic publications are also written off as they are incurred.

Selling price less costs to sell is the amount for which the stock can be realised in the normal course of business after allowing for the costs of realisation and, where appropriate, the cost of conversion from its existing state to a finished condition.

Consumables are charged to the Statement of Comprehensive Income as purchased or released from stores.

15. Cash and cash equivalents

Cash includes cash in hand, cash held at bank, deposits repayable on demand, and any overdrafts that are part of a pooling arrangement and a right of offset exists, otherwise this is recognised in creditors due within one year. Deposits are classified as repayable on demand if they are for withdrawal within 24 hours without penalty.

Cash equivalents are highly liquid investments with short-term maturities that are easily convertible into known amounts of cash with insignificant risk of change in value. These include term deposits and other instruments held as money market investments.

Cash and cash equivalents also include amounts tied to endowment reserves, subject to specific restrictions on their disbursement. These restrictions are disclosed in note 30.

16. Financial instruments

The Group applies the recognition, measurement, disclosure and presentation requirements of FRS 102, as they pertain to financial instruments.

16.1. Financial assets

Basic financial assets, such as trade and other receivables, and cash and cash equivalents, are initially recognised at transaction price. If any arrangement constitutes a financing transaction, financial assets are subsequently carried at amortised cost, calculated as the present value of future cash flows discounted at the original effective interest rate of the financial asset.

16.1.1. Impairment of financial assets

At each reporting date, financial assets are reviewed for impairment. If there is such evidence, an impairment loss is recognised immediately in the Statement of Comprehensive Income. For financial assets carried at amortised cost, the impairment loss equals the difference between the asset's carrying amount and the present value of the future cash flows, discounted at the original effective interest rate. For financial assets carried at cost less impairment, the impairment loss equals 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.

Any previously recognised impairment loss is reversed and credited in the Statement of Comprehensive Income where conditions indicate recovery in value.

16.1.2. Other financial assets

Other financial assets, including equity investments that are not subsidiaries, associates or joint ventures, are initially measured at fair value, typically based on the transaction price. These assets are subsequently remeasured at fair value, with changes recognised in the Statement of Comprehensive Income. Where the fair value cannot be reliably measured, the assets are held at cost less impairment.

16.1.3. Derecognition of financial assets

A financial asset is derecognised when the Group's contractual rights to the cash flows expire or settled, or when the asset is transferred substantially to another party, with all its risks and rewards of ownership or control of the asset.

16.2. Financial liabilities

Basic financial liabilities include trade and other payables as well as bank loans and bonds, initially recognised at transaction price. If the arrangement constitutes a financing transaction, financial liabilities are measured at the present value of the future payments, discounted at the original effective interest rate.

16.2.1. Bonds

The Group issued long-term unsecured bonds in December 2017 and January 2020, which are listed on the London Stock Exchange. The bonds were initially recognised at the proceeds of issue less transaction costs. After initial recognition, the bonds are carried at amortised cost using the effective interest rate method, with transaction costs expensed over the life of the bond (see note 26).

16.2.2. Derivatives

Derivatives, including forward foreign exchange contracts, are not classified as basic financial instruments. Derivatives are initially recognised at fair value and subsequently re-measured at fair value at each reporting date. Changes in the fair value of derivatives are recognised in the Statement of Comprehensive Income under finance costs or income. The fair value of forward foreign exchange contracts is determined by comparing the discounted contractual price with the discounted price at forward rates at the balance sheet date.

16.2.3. Derecognition of financial liabilities

A financial liability is derecognised when the obligation specified in the contract is discharged, cancelled or expires.

17. Related party transactions

The Group identifies all related parties using the Register of Interest for all members of Council and senior staff, which is updated regularly to capture any material financial interests.

Any entities that are controlled or jointly controlled by members of Council or key management personnel are captured. Control is assessed by evaluating the ability of the related party to direct the financial and operating policies of an entity, either individually or jointly.

Accounting policies – continued

Voluntary disclosure is made on key partners with which the Group is considered to have a significant working relationship.

All related party transactions that are identified can be found in note 33.

18. Segmental information

The Group provides segmental reporting to reflect its operations in different classes of business. The segments have been identified based on the nature of activities, product and services offered and internal management structure. In addition, the Group also considers guidance on quantitative thresholds (10% of revenue, income or expenditure and assets) to identify its reportable segment. The Group considers Academic and Press as two reportable segments. These segments also reflect how the financial information is reviewed, and resources allocated and managed. Council acts as the Chief Operating Decision Maker (CODM) for the Group and regularly reviews the financial information pertaining to the operating segments in their meetings.

The Oxford Funds collective investment is not part of the Group and is therefore not a separate reportable segment, other than accounting for the income generated for the Group.

Further detail on the Group's segmental performance, including income, operating results and assets for each segment, is provided in note 15 of the Group financial statements.

19. Provisions, contingent liabilities and contingent assets

19.1. Provisions

Provisions are recognised in the financial statements when:

- the Group 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.

Provisions are reviewed at each reporting date and adjusted to reflect current best estimates in compliance with FRS 102.

Where the effect of the time value of money is material, provisions are discounted using a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the liability. The unwinding of any discount is recognised as a finance cost in the Statement of Comprehensive Income.

19.2. Contingent assets

A contingent asset arises when an event has occurred that gives the Group a possible asset, the existence of which will be confirmed only by the occurrence or otherwise of uncertain future events not wholly within the control of the Group.

Similar to contingent liabilities, contingent assets are not recognised in the Statement of Financial Position but are disclosed in the notes to the financial statements if it is probable that an inflow of economic benefits will arise.

19.3. Contingent liabilities

A contingent liability is disclosed when either:

- the Group has a possible obligation as a result of a past event whose existence will only be confirmed by the occurrence or otherwise of uncertain future events not wholly within the control of the Group; or
- a provision would otherwise be recognised, but it is not probable that an outflow of economic benefits will be required, or the amount of the obligation cannot be reliably measured.

Contingent liabilities are not recognised in the Group's Statement of Financial Position, but are disclosed in the notes to the financial statements.

20. Critical accounting judgements and key sources of estimation uncertainty

The Group prepares its consolidated financial statements in accordance with FRS 102, as issued by the Financial Reporting Council, the application of which often requires judgements to be made by management when formulating the consolidated financial position and results. Under FRS 102, management is required to adopt those accounting policies most appropriate to the circumstances for the purpose of presenting fairly the Group's financial position, financial performance and cash flows. In determining and applying accounting policies, judgement is often required in respect of items where the choice of specific policy, accounting estimate or assumption to be followed could materially affect the reported results or net asset position of the Group; it may later be determined that a different choice would have been more appropriate. Although these estimates are based on management's best knowledge, actual results may ultimately differ from those estimates. The estimates and underlying assumptions are reviewed on an ongoing basis. Management has made a number of judgements and estimates in applying the Group's accounting policies, which are discussed below:

20.1. Judgements

The critical judgements made in the process of applying the Group's accounting policies and that have the most significant effect on the amounts recognised in the financial statements are as follows.

20.1.1. Recognition of research income

The Group has applied judgement as to when the performance conditions are met and accordingly recognised the research income. For funding from Research Councils and the European Commission, income is recognised in line with expenditure, as this establishes the right to receive funding. Similarly, income from charities and industry is generally recognised on a reimbursement basis as costs are incurred, creating the right to reimbursement. Income from contracts with no performance conditions are recognised immediately.

Accounting policies – continued

20.1.2. Recognition of donations

The Group reviews donations, new endowments, and other gift agreements to assess whether performance conditions exist, if any, as some contracts may present ambiguity. Management evaluates contracts to determine when performance conditions have been met and recognises income accordingly. These performance conditions could be in the form of specific deliverables, project milestones or formal reports issued. Income from contracts with no performance conditions are recognised immediately. As a result, the significant donation committed to the Schwarzman Centre has been deferred at the balance sheet date, since completion of the building represents a performance condition. This income is expected to be recognised in the next financial year when the building is completed.

20.1.3. Valuation of spinout companies

Management assesses whether individual spinout companies can be valued at a recent trade valuation, if those occurred in the last 12 months from the reporting period. If the trade is not recent and took place beyond the last 12 months, management recognises the valuation at deemed cost less impairment and applies a discount where appropriate to reflect the increased uncertainty.

20.1.4. Leases – discount rate

The discount rate used to calculate the lease liability is the rate implicit in the lease, if it can be readily determined, or the lessee's incremental borrowing rate if not. Incremental borrowing rates are determined using factors including term, credit rating and start date of the lease. The incremental borrowing rate is determined based on a series of inputs including: the risk-free rate based on government bond rates; a country-specific risk adjustment; a credit risk adjustment based on the Group's bond yields; or equivalent institutions with similar credit rating where the term of lease is more closely aligned.

20.2. Sources of estimation uncertainty

The preparation of the Group's financial statements requires management to make estimates that affect the reported amounts of assets, liabilities, income and expenditure. The key sources of estimation uncertainty at the reporting date that may have a significant risk of causing a material adjustment to the carrying amounts of assets or liabilities within the next financial year are detailed below.

20.2.1. Investment properties

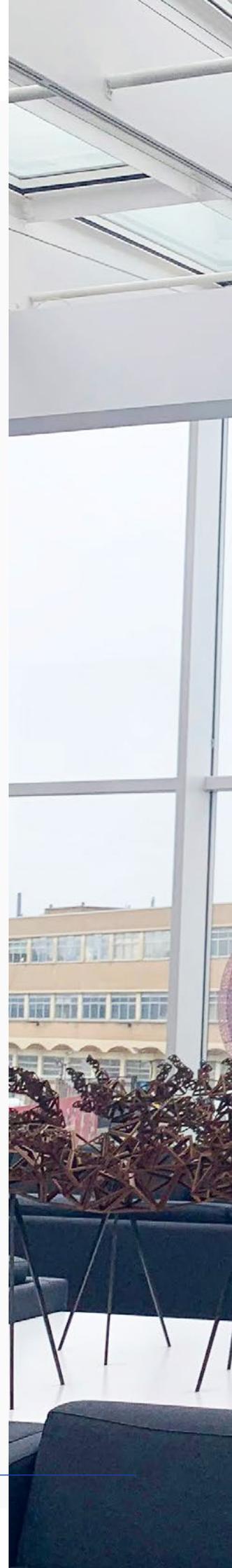
The Group's investment properties are measured at fair value. The valuation is conducted by an independent chartered surveyor at each reporting date. Key assumptions used in the valuation include assessments of market value per acre, future development costs and appropriate discounts for planning and delivery risks. The basis of valuation is further detailed in the accounting policy investments in section 13. See note 19 regarding the sensitivity analysis performed in relation to investment properties.

20.2.2 Spinout companies

Investments in spinout companies are valued based on management's assessment of the financial, technical and commercial performance of the underlying businesses since the last funding round. The assessment also considers changes in the company's market conditions and commercial prospects. Valuation adjustments may be made if there is evidence of a deterioration or improvement in these areas since the last valuation date. The valuations are reviewed periodically to ensure they reflect the latest available information. See note 19 regarding the sensitivity analysis performed in relation to spinout companies.

20.2.3. OUP defined benefit pension scheme

The liability for the Oxford University Press (OUP) defined benefit pension scheme is estimated based on a range of actuarial assumptions, including discount rates, inflation, life expectancy and salary growth. These assumptions are reviewed regularly and are subject to actuarial valuation to ensure accuracy. Sensitivity analyses are conducted to assess the potential impact of changes in these assumptions on the overall liability. These assumptions, as well as a sensitivity analysis of their impact on the liability, are outlined in note 34.





Notes to the Financial Statements

1. Tuition fees and grant income

		Group		University	
		2025 £'m	2024 £'m	2025 £'m	2024 £'m
Tuition fee income					
Fee income for taught awards		349.5	317.6	349.5	317.6
Fee income for research awards		103.5	94.9	103.5	94.9
Fee income from non-qualifying courses		150.2	138.5	120.6	112.2
Total	2	603.2	551.0	573.6	524.7
Grants					
Grant income from the OfS		17.6	17.8	17.6	17.8
Grant income from other bodies		206.6	206.9	206.6	206.9
Total	3	224.2	224.7	224.2	224.7

2. Tuition fees and education contracts

		Group		University	
		2025 £'m	2024 £'m	2025 £'m	2024 £'m
Full-time students					
Home		126.5	125.2	126.5	125.2
EU*		0.4	2.6	0.4	2.6
Overseas and other fees		275.5	250.0	275.5	250.0
Part-time students					
Home		16.3	13.3	16.3	13.3
EU*		0.2	0.4	0.2	0.4
Overseas and other fees		34.1	21.0	34.1	21.0
Other fees and education contracts					
Professional and non-matriculated courses		85.6	77.5	56.0	51.2
Examination and other fees		1.3	1.3	1.3	1.3
Research training support grants		63.3	59.7	63.3	59.7
Total		603.2	551.0	573.6	524.7

Students from the EU who started their courses from 2021/22 onwards are charged fees at overseas rates and are included as part of overseas and other fees.

Notes to the financial statements – continued

3. Funding body grants

	Group		University	
	2025 £'m	2024 £'m	2025 £'m	2024 £'m
Recurrent grants				
OfS	15.0	14.9	15.0	14.9
Research England	168.9	166.0	168.9	166.0
Specific grants				
Museums, Galleries and Collections Fund	4.1	3.9	4.1	3.9
Higher Education Innovation Fund	6.7	6.7	6.7	6.7
OfS capital grants	2.6	2.9	2.6	2.9
Research England capital grants	23.7	22.1	23.7	22.1
Others	3.2	8.2	3.2	8.2
Total	224.2	224.7	224.2	224.7

4. Research grants and contracts

	Group		University	
	2025 £'m	2024 £'m	2025 £'m	2024 £'m
UK funders				
Research Councils	199.2	181.9	198.8	181.4
UK government and health authorities	125.2	115.6	125.2	115.6
UK charities	178.2	176.3	178.2	176.3
UK industry and commerce	47.2	58.7	47.2	58.7
UK other sources	4.2	5.3	4.2	5.3
EU funders				
European Commission and other EU government bodies	39.6	45.3	39.6	45.3
EU-based charities	1.7	2.0	1.7	2.0
EU-based industry and commerce	52.0	40.9	52.0	40.9
EU other sources	6.8	6.1	6.8	6.1
Other overseas funders				
Other overseas charities	36.7	35.3	36.7	35.3
Other overseas industry and commerce	43.0	48.4	43.0	48.4
Other overseas sources	67.5	63.1	67.4	62.5
Total	801.3	778.9	800.8	777.8

Research grants and contract income includes £17.7m (2024: £14.1m) in respect of capital funding.

Non-UK charity income only includes income from grants that were competitively awarded and externally peer-reviewed.

Notes to the financial statements – continued

5. Publishing services

	Group		University	
	2025 £'m	2024 £'m	2025 £'m	2024 £'m
Publishing services – UK	105.8	97.4	105.5	100.6
Publishing services – Asia Pacific	227.4	225.8	178.1	178.3
Publishing services – North America	165.1	180.5	165.0	187.1
Publishing services – Europe	145.4	139.5	95.1	83.3
Publishing services – Latin America	37.5	40.1	13.1	12.2
Publishing services – Central Asia, Middle East, North Africa	28.3	31.4	19.3	24.4
Publishing services – Sub-Saharan Africa	23.7	32.1	2.8	3.4
Total	733.2	746.8	578.9	589.3

This represents income of the Press and associated subsidiaries and shows the sales in each geographical region in which the Press operates.

6. Other income

	Group		University	
	2025 £'m	2024 £'m	2025 £'m	2024 £'m
Residences, catering and conferences	7.3	5.8	7.3	5.7
Other services rendered	58.0	77.3	43.0	44.0
National Health Service	16.6	18.4	16.6	18.4
Foreign exchange gain	4.2	1.6	4.3	2.9
Royalty income	103.6	112.8	66.9	84.7
Receipts from educational activities	16.6	16.2	16.7	16.2
Rental income from operating leases	21.3	20.4	21.0	20.6
Capital grants	6.0	3.4	6.0	3.4
Other income	67.2	61.8	119.8	97.0
Total	300.8	317.7	301.6	292.9

Capital Grant income is external funding other than research grants or from OfS/Research England for assets capitalised in the year. The majority of other income is non-research grants to fund departmental activity within the Group. In addition, the category includes miscellaneous income across many departments.

Notes to the financial statements – continued

7. Investment income

	Group		University	
	2025 £'m	2024 £'m	2025 £'m	2024 £'m
Profit on disposal of spinout company investments	7.1	11.4	6.9	5.7
Dividend from the Oxford Funds	162.5	151.9	159.2	148.7
Other income and interest from investments	35.0	33.9	26.5	24.3
Total	204.6	197.2	192.6	178.7

Profit on disposal of spinout companies includes £3.9m (2024: £3.9m) release of deferred income from Oxford Sciences Enterprise Plc for the right to purchase share capital in spinout companies (commenced in 2015/16) formed by the University (see note 27), and realised profit of £3.2m (2024: £7.5m) on the disposal of spinouts. Following the formation of a Charitable Unauthorised Unit Trust (CUUT) to hold the Oxford Funds in June 2018, the dividend received from the Oxford Funds has been recognised in investment income.

The CUUT is held as part of an investment portfolio and meets the criteria in FRS 102 section 9.9(b) to be held at fair value. Since the University invests in the CUUT primarily for fair value gains and the CUUT is not the method through which the University carries out its business (teaching and research), this is therefore held as part of an investment portfolio.

8. Gains on investments

	Group		University	
	2025 £'m	2024 £'m	2025 £'m	2024 £'m
Gains/(losses) on investments comprise:				
Investments held in the Oxford Funds	264.5	164.2	259.2	160.7
Capital account	43.8	46.8	43.8	46.8
Spinouts	36.6	(9.1)	36.6	(6.3)
Investment properties held directly	9.0	17.8	9.0	17.8
Sequoia (see note 20)	48.0	31.0	48.0	31.0
Other investments	1.1	(4.8)	(70.6)	(3.6)
Total	403.0	245.9	326.0	246.4

All investment gains/(losses) are on assets that are held at fair value through income or expenditure except £86.0m (2024: £132.3m) of the spinout investments (note 19), which did not have a reliable fair value available, and were held at cost less impairment. The reduction in the value of these investments of £7.7m (2024: £15.0m) is included within the movement in spinout valuations above.

The Capital Account is structured to allow the Group to regularly draw down from holdings in global equities, global corporate bonds and UK-focused short-term sovereign bonds.

During the year, the University identified a historical error in the carrying value of investments in wholly owned subsidiaries within the parent entity's balance sheet. The correction of £71.6m, which had no impact on the consolidated financial statements, was not material to the financial statements as a whole and has therefore been accounted for under 'other investments' in the current year.

Notes to the financial statements – continued

9. Donations and endowments

	Group		University	
	2025 £'m	2024 £'m	2025 £'m	2024 £'m
Donations				
Donations with restrictions	86.2	68.8	86.2	68.8
Donations without restrictions	14.8	5.6	17.9	8.6
Endowments				
New endowments and transfers	49.5	152.9	49.6	152.9
Total donations and endowments	150.5	227.3	153.7	230.3
Donations of assets	3.4	10.7	3.4	10.7
Total	153.9	238.0	157.1	241.0

10. Staff costs

	Note	Group		University	
		2025 £'m	2024 £'m	2025 £'m	2024 £'m
Wages and salaries		1,148.5	1,057.7	1,075.0	990.1
Social security costs		115.2	99.4	110.5	93.8
Pension costs as paid	34	125.4	130.5	121.7	125.8
		1,389.1	1,287.6	1,307.2	1,209.7
Pension provisions	29	1.0	(527.4)	1.0	(523.3)
Total		1,390.1	760.2	1,308.2	686.4

In 2023/24, the Group had a favourable movement of £527.4m in the liability for pension deficit contributions for the Universities Superannuation Scheme (USS) and the Oxford Staff Pension Scheme (OSPS), as the schemes are in surplus and deficit contributions are not currently required from members.

	2025 FTE	2024 FTE
Average staff numbers by major category:		
Academic	1,823	1,898
Research	4,720	4,559
Teaching and research support	1,171	1,104
Departmental support services	4,253	3,930
Library and museum services	871	858
Publishing	4,799	4,924
Central support services	2,018	1,891
Total	19,655	19,164
Subsidiaries – academic	373	339
Average number of full-time equivalent staff	20,028	19,503

Notes to the financial statements – continued

10. Staff costs continued

Remuneration of the Vice-Chancellor	2025 £'000	2024 £'000
The emoluments of the Vice-Chancellor who served during the year were:		
Basic salary	427	410
Benefits – taxable		
Accommodation	188	103
Payments in lieu of pension contributions	51	49
Pension contributions	-	11
Total remuneration	666	573

Council, under the recommendation of the Senior Remuneration Committee, is the committee responsible for setting and reviewing the pay of the Vice-Chancellor. Full details of the committee membership, remuneration policy and other associated policies can be found on the University website <https://hr.web.ox.ac.uk/crssuo>.

The Senior Remuneration Committee reviews remuneration on appointment and biennially thereafter to ensure it remains competitive. In doing this, the committee takes into account appropriate benchmarks and context.

In line with procedures, the Vice-Chancellor's remuneration was reviewed in 2024. Taking into account the remit and responsibilities of the role, market rate in UK universities for jobs of comparable scale, and performance, the committee recommended a salary increase of 2.5% for 2025 and 2.5% for 2026. In 2019 an increase in salary for the role of Vice-Chancellor was agreed, which on appointment Professor Tracey chose not to take.

The committee was mindful of this when recommending the salary increase, which acknowledged the experience and tenure of the current Vice-Chancellor. This is reflected in the increase in basic salary for the financial year 2024/25 along with the nationally negotiated pay award, which was applied to all non-clinical staff salaries.

The role of Vice-Chancellor includes residing in a property appropriate for undertaking University duties whilst in post. HMRC rules regarding living accommodation changed in 2021 so that any accommodation provided to the Vice-Chancellor gives rise to chargeable benefits. The temporary (until January 2026) living accommodation provided to the Vice-Chancellor, thus, gives rise to a taxable benefit. The Vice-Chancellor pays tax on this Benefit in Kind and the University partially reimburses the tax. As stated in the annual report and accounts for 2023/24, no payments to reimburse tax had yet been made and they would be included in future remuneration disclosures, reflecting the years in which the payments are made.

The Vice-Chancellor's total remuneration for this year therefore includes an unusually high payment of £91,460 made to reimburse tax liabilities arising from the provision of residential accommodation. These reimbursements are recognised on a cash basis in line with OfS guidance. Of the total amount, £49,762 relates to tax liabilities on accommodation benefits received in prior financial years.

The ratios of the Vice-Chancellor's annualised remuneration against median remuneration for all staff expressed as a multiple of median basic salary and a multiple of total remuneration (including both taxable and non-taxable benefits) are as follows:

	Basic pay multiple	Total pay multiple ¹
2024/25		
compared with academic staff	5.7	7.4
compared with academic University and subsidiary staff	9.4	12.7
compared with all staff	9.6	13.4
2023/24		
compared with academic staff	5.8	6.7
compared with academic University and subsidiary staff	9.6	11.5
compared with all staff	9.8	11.8

¹ The pay multiple calculations compare the total remuneration of the Vice-Chancellor, including accommodation benefits, with the total remuneration for staff. The total remuneration for staff however excludes college benefits such as housing allowances.

'All staff' comprises 'Academic University and subsidiary staff' plus staff employed in educational publishing activities in the UK, plus staff employed on temporary contracts through the University's Temporary Staffing Services (TSS) or on contracts with no fixed hours.

Trustees

No trustee has received any remuneration or waived payments from the University during the year in respect of their services as trustees (2024: £nil).

The total expenses paid to or on behalf of trustees was £1,546 (2024: £4,004).

This represents travel and other expenses incurred in attending Council and related meetings.

Notes to the financial statements – continued

10. Staff costs continued

Salary banding

The following table shows the numbers of staff throughout the University whose basic pay exceeded £100,000. Following the guidance issued by the OfS, amounts reimbursed by another body (such as the National Health Service or the Research Councils), bonus payments, employer pension contributions, compensation for loss of office and payments under early retirement schemes are not included in these figures.

A clinical staff member is a member of University who has a substantive academic contract of employment with the University, and is required, as a condition of their employment, to hold GMC or GDC registration and, where relevant, a licence to practise.

Salary banding	2025			2024		
	Number of employees			Number of employees		
	Non-clinical	Clinical	Total	Non-clinical	Clinical	Total
£100,000 to £104,999	40	9	49	40	-	40
£105,000 to £109,999	39	12	51	33	20	53
£110,000 to £114,999	32	20	52	33	4	37
£115,000 to £119,999	30	9	39	23	12	35
£120,000 to £124,999	34	3	37	18	2	20
£125,000 to £129,999	13	13	26	14	7	21
£130,000 to £134,999	22	4	26	14	45	59
£135,000 to £139,999	15	43	58	9	-	9
£140,000 to £144,999	11	-	11	8	-	8
£145,000 to £149,999	11	-	11	13	-	13
£150,000 to £154,999	8	-	8	11	-	11
£155,000 to £159,999	6	-	6	13	-	13
£160,000 to £164,999	15	-	15	9	-	9
£165,000 to £169,999	5	-	5	11	-	11
£170,000 to £174,999	11	-	11	4	-	4
£175,000 to £179,999	9	-	9	6	-	6
£180,000 to £184,999	6	-	6	9	-	9
£185,000 to £189,999	6	-	6	2	-	2
£190,000 to £194,999	5	-	5	-	-	-
£195,000 to £199,999	1	-	1	1	-	1
£200,000 to £204,999	1	-	1	3	-	3
£205,000 to £209,999	5	-	5	3	-	3
£210,000 to £214,999	3	-	3	5	-	5
£215,000 to £219,999	5	-	5	2	-	2
£220,000 to £224,999	3	-	3	1	-	1
£225,000 to £229,999	1	-	1	2	-	2
£230,000 to £234,999	3	-	3	1	-	1
£235,000 to £239,999	1	-	1	-	-	-
£240,000 to £244,999	1	-	1	3	-	3
£245,000 to £249,999	4	-	4	1	-	1
£250,000 to £254,999	1	-	1	1	-	1
£255,000 to £259,999	1	-	1	-	-	-
£270,000 to £274,999	-	-	-	1	-	1
£275,000 to £279,999	1	-	1	-	-	-
£305,000 to £309,999	-	-	-	1	-	1
£320,000 to £324,999	-	-	-	2	-	2
£325,000 to £329,999	1	-	1	-	-	-
£330,000 to £334,999	2	-	2	-	-	-
£360,000 to £364,999	-	-	-	1	-	1
£370,000 to £374,999	1	-	1	-	-	-

Notes to the financial statements – continued

10. Staff costs continued

Salary banding	2025			2024		
	Number of employees			Number of employees		
	Non-clinical	Clinical	Total	Non-clinical	Clinical	Total
£395,000 to £399,999	1	-	1	1	-	1
£410,000 to £414,999	-	-	-	1	-	1
£425,000 to £429,999	1	-	1	-	-	-
£430,000 to £434,999	-	-	-	2	-	2
£440,000 to £444,999	1	-	1	-	-	-
£635,000 to £639,999	-	-	-	1	-	1
£655,000 to £659,999	1	-	1	-	-	-
Total	357	113	470	303	90	393

Compensation for loss of office

During the year the University paid £5,379k in compensation for loss of office to 545 employees (2024: £5,285k to 656 employees). Of the 545 employees, 81 (2024: 137) related to the Press.

The compensation payments were paid in cash funded from general income and expenditure reserves, and were made under University policy as approved by the People Committee.

Key management personnel

Key management personnel are those persons having authority and responsibility for planning, directing and controlling the activities of the Group. This includes compensation paid to key management personnel defined as: the Registrar, Pro-Vice-Chancellors with portfolio, Heads of Division, the Chief Executive of the Press and the Chief Financial Officer. The Vice-Chancellor is excluded from this figure and disclosed above.

	2025	2024
	£'000	£'000
Key management personnel – total remuneration	3,480.2	3,835.0
Number of staff FTE	11.9	12.0
Key management personnel – average remuneration	292.5	320.0

The Trade Union (Facility Time Publication Requirements) Regulations 2017

The Trade Union (Facility Time Publication Requirements) Regulations 2017 require us to publish information on trade union facility time relating to a specific 12-month period.

Facility time is the provision of paid or unpaid time off from an employee's normal role to undertake trade union duties and activities. There is a statutory entitlement to reasonable paid time off for undertaking union duties.

The number of University employees who were trade union officials during the period from 1 April 2024 to 31 March 2025 was 23 (20.8 FTE) (31 March 2024 was 32 (29.6 FTE)). The percentage of time spent by them on facility time was between 0% and 50%. The cost of this activity amounts to £39,800 (2024: £80,776), representing 0.004% (2024: 0.01%) of the total pay bill in the relevant period. Of the total paid facility time, the proportion of hours spent on paid trade union activities (ie activities other than the duties for which there is a statutory entitlement to reasonable paid time off) was 50.8% (2024: 56.0%).

Notes to the financial statements – continued

11. Operating expenditure

	2025			2024
	Staff £'m	Non-staff £'m	Total £'m	Total £'m
Academic departments	480.8	204.7	685.5	621.8
Research grants and contracts	388.2	253.3	641.5	639.9
Academic services	50.3	19.0	69.3	62.4
Publishing	193.7	409.4	603.1	589.5
Residence, catering and conferences	0.6	1.2	1.8	1.7
Bursaries and scholarships	0.6	117.2	117.8	97.1
Premises	28.8	114.0	142.8	138.9
Administration	147.5	88.6	236.1	225.0
Payments to colleges	-	129.9	129.9	122.8
Other expenses	11.3	7.1	18.4	19.8
AstraZeneca third-party costs	-	-	-	4.9
Capital project expenditure	5.4	14.7	20.1	15.4
Movement in pension provision – University	1.0	-	1.0	(523.3)
Interest and other finance costs – University	-	36.4	36.4	46.6
University total	1,308.2	1,395.5	2,703.7	2,062.5
Subsidiary companies – HE	27.7	24.8	52.5	42.7
Subsidiary companies – publishing	50.6	79.4	130.0	141.9
Subsidiary companies – research activity	3.6	4.7	8.3	7.0
Subsidiary companies – AstraZeneca third party costs	-	-	-	11.3
Movement in pensions provision	-	-	-	(4.1)
Interest and other finance costs	-	0.4	0.4	1.5
Group total	1,390.1	1,504.8	2,894.9	2,262.8

Depreciation and amortisation of £128.9m (2024: £131.0m) are included in the non-staff figures.

Notes to the financial statements – continued

11. Operating expenditure continued

	Group	
	2025 £'000	2024 £'000
Operating expenditure includes remuneration paid to auditors during the year in respect of the following services:		
Group audit:		
Audit services (academic University audit)	678	672
Audit services (Press audit for group reporting)	318	253
Audit services (Oxford University Endowment Management Limited for group reporting)	115	112
	1,111	1,037
Other audits:		
Audit services (the Press for the year ended 31 March)	1,418	1,305
Audit services (the Oxford Fund for the year ended 31 December)	215	197
Audit services (Oxford University Endowment Management Limited and associated entities for the year ended 31 December)	135	97
Audit services (academic University subsidiaries)	137	193
	1,905	1,792
Non-audit service-related fees:		
DfE teacher training grant audits	9	8
The Press procedures work	2	36
Oxford University Endowment Management Limited and associated entities procedure work	19	18
	30	62
Total fees paid to Group auditors	3,046	2,891
Small subsidiary audits by other audit providers	114	110
US student loan audits of University and colleges	49	41
Total fees to auditors	3,209	3,042

Additional fees of £76k were incurred in 2024/25 for the statutory audit of the 2023/24 financial statements (University and Group). In 2023/24 £134k in additional fees were incurred for the audit of the 2022/23 financial statements.

12. Depreciation and amortisation

	Group		University	
	2025 £'m	2024 £'m	2025 £'m	2024 £'m
Intangible assets and goodwill	24.0	28.6	23.9	28.3
Property, plant and equipment	104.9	102.4	101.7	99.9
Total	128.9	131.0	125.6	128.2

13. Interest and other finance costs

	Group		University	
	2025 £'m	2024 £'m	2025 £'m	2024 £'m
Interest on loans	6.0	7.5	5.6	6.0
Net charge on pension schemes	3.3	14.7	3.3	14.7
Interest on bond	25.3	25.3	25.3	25.3
Interest on finance lease	2.2	0.6	2.2	0.6
Total	36.8	48.1	36.4	46.6

Notes to the financial statements – continued

14. Taxation

	Group		University	
	2025 £'m	2024 £'m	2025 £'m	2024 £'m
UK corporation tax	(0.2)	(1.5)	-	-
Non-UK corporation tax	14.7	13.3	3.2	3.9
Taxation charge for the year	14.5	11.8	3.2	3.9

There were no material reconciling items in respect of prior years.

Factors affecting the tax charge	Group		University	
	2025 £'m	2024 £'m	2025 £'m	2024 £'m
Surplus before taxation	525.9	1,025.2	448.4	1,000.7
Surplus on ordinary activities multiplied by the standard rate of corporation tax of 25% (2024: 25%)	131.5	256.4	112.1	250.2
Less tax due on surplus falling within charitable exemption	(122.2)	(247.0)	(110.7)	(248.1)
Effect of overseas tax rates	4.2	4.0	1.6	2.7
Permanent differences	-	(0.2)	0.2	(0.3)
Other differences	1.0	(1.4)	-	(0.6)
Taxation charge for the year	14.5	11.8	3.2	3.9

Pillar Two legislation has been enacted or substantively enacted in certain jurisdictions in which the Group operates, which seeks to introduce a global minimum effective tax rate of 15% subject to safeguards for non-profit or charitable entities such as the Group. It was enacted in the United Kingdom in July 2023 and came into effect for accounting periods commencing on or after 31 December 2023.

The Group has assessed the current tax impact of the Pillar Two legislation and, on the basis that all entities within the Group are likely to be considered excluded entities within the terms of the OECD model and enacted UK tax legislation, the Group should not expect any Pillar Two registration requirements or exposures to Pillar Two income taxes for the current period in the jurisdictions in which the Group operates.

Notes to the financial statements – continued

15. Segmental reporting

The reportable segments for the combined Group are:

University – academic: teaching and research divisions with associated services and administration, investment and subsidiaries

University – Press: publishing and related services, carried out by Oxford University Press

Group	2025			2024		
	University – academic £'m	University – Press £'m	Total £'m	University – academic £'m	University – Press £'m	Total £'m
Income:						
External	2,179.8	841.4	3,021.2	2,172.0	837.9	3,009.9
Transfer between segments	46.8	-	46.8	44.4	-	44.4
Total income	2,226.6	841.4	3,068.0	2,216.4	837.9	3,054.3
Surplus before other gains	21.6	104.7	126.3	692.2	99.3	791.5
Comprehensive income before transfer	477.6	85.4	563.0	922.7	124.2	1,046.9
Transfer between segments	-	(46.8)	(46.8)	-	(44.4)	(44.4)
Total comprehensive income for the year	477.6	38.6	516.2	922.7	79.8	1,002.5
Included in surplus for the year:						
Investment income	185.8	18.8	204.6	181.2	16.0	197.2
Depreciation and amortisation	101.5	27.4	128.9	99.6	31.4	131.0
Interest and other finance cost	33.2	3.6	36.8	43.5	4.6	48.1
Gains/(losses) on investments	411.4	(8.4)	403.0	241.8	4.1	245.9
(Increase)/decrease in pension deficit provisions	(1.0)	-	(1.0)	527.4	-	527.4
Share of deficit on joint ventures	(2.7)	(0.7)	(3.4)	(9.3)	(1.1)	(10.4)
Taxation	0.2	(14.7)	(14.5)	0.9	(12.7)	(11.8)
Included in other comprehensive income for the year:						
Decrease/(increase) in defined benefit pension provisions	-	10.3	10.3	-	(10.0)	(10.0)
Assets	8,660.9	926.9	9,587.8	8,092.7	934.1	9,026.8
Liabilities	(2,352.0)	(332.1)	(2,684.1)	(2,261.3)	(378.0)	(2,639.3)
Net assets	6,308.9	594.8	6,903.7	5,831.4	556.1	6,387.5

The Press makes an annual transfer from its surplus to the academic University, which it recognises as part of its income £46.8m. (2024: £44.4m). These transfers support the academic University in general and match fund the scholarships in particular.

Notes to the financial statements – continued

17. Property, plant and equipment

	Group			Total £'m
	Land & buildings £'m	Equipment & machinery £'m	Assets under construction £'m	
Cost				
As at 1 August 2024	2,220.0	224.2	245.7	2,689.9
Exchange adjustments	(1.5)	(0.9)	-	(2.4)
Additions	111.9	32.0	183.5	327.4
Transfers on completion	19.8	9.6	(29.4)	-
Impairments in the year	-	-	(6.9)	(6.9)
Finance lease remeasurement	(7.2)	-	-	(7.2)
Disposals	(7.7)	(31.7)	-	(39.4)
Other adjustments	1.2	7.1	-	8.3
As at 31 July 2025	2,336.5	240.3	392.9	2,969.7
Depreciation				
As at 1 August 2024	937.2	120.7	-	1,057.9
Exchange adjustments	(1.4)	(0.9)	-	(2.3)
Charge for the year	64.7	40.2	-	104.9
Disposals	(7.7)	(31.7)	-	(39.4)
Other adjustments	1.2	6.2	-	7.4
As at 31 July 2025	994.0	134.5	-	1,128.5
Net book value				
As at 31 July 2025	1,342.5	105.8	392.9	1,841.2
As at 1 August 2024	1,282.8	103.5	245.7	1,632.0

All property, plant and equipment are stated at historical cost. Land and buildings (Group and University) includes £98.6m (2024: £98.6m) of freehold land on which no depreciation is charged.

Land and buildings (Group and University) include properties financed and occupied by the University on NHS sites with a net book value of £34.0m (2024: £38.5m).

Land and buildings (Group and University) include finance lease arrangements entered into on 16 May 2024 for the Begbroke Science Park buildings, and on 24 June 2025 for the Life and Mind Building, of £106.6m (2024: £45.4m), as part of the Legal & General joint venture funding programme over 55 years. Refer to accounting policy note 11.

Equipment additions include £1.5m (2024: £nil) of labour capitalisation relating to internal IT resource, which has been applied to major IT projects.

Included in the assets under construction figure there are two significant projects still in construction at 31 July: Schwarzman Centre for the Humanities £261.3m (2024: £163.0m) and development at the Osney Power Station for the Saïd Business School at £56.0m (2024: £34.5m).

Notes to the financial statements – continued

17. Property, plant and equipment continued

	University			Total £'m
	Land & buildings £'m	Equipment & machinery £'m	Assets under construction £'m	
Cost				
As at 1 August 2024	2,204.5	205.2	244.1	2,653.8
Exchange adjustments	(1.1)	(0.4)	-	(1.5)
Additions	111.2	30.7	183.5	325.4
Transfers on completion	18.3	9.7	(28.0)	-
Impairments in the year	-	-	(6.9)	(6.9)
Finance lease remeasurement	(7.2)	-	-	(7.2)
Disposals	(7.7)	(29.7)	-	(37.4)
Other adjustments	-	6.2	-	6.2
As at 31 July 2025	2,318.0	221.7	392.7	2,932.4
Depreciation				
As at 1 August 2024	926.0	107.5	-	1,033.5
Exchange adjustments	(1.2)	(0.4)	-	(1.6)
Charge for the year	63.5	38.2	-	101.7
Disposals	(7.7)	(29.7)	-	(37.4)
Other adjustments	-	5.4	-	5.4
As at 31 July 2025	980.6	121.0	-	1,101.6
Net book value				
As at 31 July 2025	1,337.4	100.7	392.7	1,830.8
As at 1 August 2024	1,278.5	97.7	244.1	1,620.3

Notes to the financial statements – continued

18. Heritage assets

	Group/University		
	Purchases £'m	Donations £'m	Total £'m
Balance as at 1 August 2024	34.2	88.5	122.7
Additions during the year	5.7	3.7	9.4
Impairments in the year	(0.1)	(0.3)	(0.4)
Balance as at 31 July 2025	39.8	91.9	131.7

Heritage assets donated during the year were £3.7m (2024: £10.4m). The largest single purchased asset was Fra Angelico's *The Crucifixion with the Virgin, Saint John painting* (£4.5m). The largest single donation was the archive of John le Carre.

Summary of 5-year analysis of heritage asset transactions

	Group/University				
	2025 £'m	2024 £'m	2023 £'m	2022 £'m	2021 £'m
Brought forward	122.7	112.3	107.9	104.7	94.9
Acquisitions purchased with specific donations	-	-	0.7	0.1	0.6
Acquisitions purchased with University funds	5.7	-	0.5	0.3	-
Total cost of acquisitions impaired	(0.1)	-	-	-	-
Total cost of acquisitions purchased less impairment	5.6	-	1.2	0.4	0.6
Value of acquisitions by donation less impairment	3.4	10.4	3.2	2.8	9.2
Carried forward	131.7	122.7	112.3	107.9	104.7

19. Non-current investments

Note	Group		University	
	2025 £'m	2024 £'m	2025 £'m	2024 £'m
Investments stated at fair value:				
Spinout companies	68.2	75.7	68.2	75.7
Investment properties	354.6	346.4	354.6	346.4
The Oxford Funds	4,193.2	3,864.0	4,108.4	3,784.6
Global and private equities	101.0	94.9	100.7	94.6
Oxford Sciences Enterprises	58.8	57.6	58.8	57.6
Other assets	0.8	0.5	0.8	0.5
Third-party managed	397.9	368.4	397.9	368.4
Bonds	557.5	520.1	557.4	520.0
Investments stated at cost/deemed cost:				
Spinout companies at cost less impairment	86.0	132.3	80.0	126.0
Subsidiaries and joint ventures	1.3	1.3	28.0	101.8
	5,819.3	5,461.2	5,754.8	5,475.6
Investment assets held are split between reserves as follows:				
Income and expenditure reserves	3,878.9	3,707.7	3,899.1	3,801.5
Endowment reserves	30 1,940.4	1,753.5	1,855.7	1,674.1
Total	5,819.3	5,461.2	5,754.8	5,475.6

The investment fair value gain is shown in note 8.

Notes to the financial statements – continued

19. Non-current investments continued

Sensitivity analysis for spinout companies (non-current and current investments)

The valuation trends in the Group's portfolio are driven by the global macroeconomic changes in the quoted market. As most of the recent IPOs have been to the US stock markets, these market trends have been used as the basis to explore the sensitivity of the portfolio. The two market indices used are the NASDAQ index for deep tech companies and the S&P 500 Biotechnology index for life science companies.

Movements in the indices were observed for period of six months leading up to the reporting period, for companies that did have a recent funding round.

Deep tech companies

The NASDAQ index has increased by 7.6% over the period of six months leading up to the reporting period. If the increase in the index movement was applied to the spinout portfolio for deep tech companies without recent funding rounds, this would result in an increase in valuation of £5.1m to £71.4m.

Life science companies

The S&P 500 Biotechnology index has increased by 1.5% over the period of six months leading up to the reporting period. If the increase in the index movement was applied to the spinout portfolio for life science companies without recent funding rounds, this would result in an increase in valuation of £0.8m to £49.6m.

In addition, the downside risk of reporting was observed by considering the major economic impacts on the market indices, primarily the US elections in 2024/25, over the last five years; the date range selected is based on the largest period of decline in the relevant markets. The NASDAQ fell by 24% between 19 February 2025 and 8 April 2025. The S&P 500 Biotechnology index fell by 16% between 3 March 2025 and 5 May 2025. If we apply these macroeconomic changes to the spinout portfolio valuation, it will result in a decrease in valuation of £43.8m to £197.5m.

Investment properties	Group £'m	University £'m
Fair value at 1 August 2024	346.4	346.4
Capital expenditure	0.4	0.4
Disposals	(0.6)	(0.6)
Additions	3.0	3.0
Gain on fair value adjustments	5.3	5.3
Fair value at 31 July 2025	354.5	354.5

Sensitivity analysis for investment properties

The fair value of investment property is recognised through the Statement of Comprehensive Income. Valuations of investment properties are subject to estimation uncertainty, particularly in relation to key assumptions such as discount rates and yields. Reasonably possible movements in these assumptions are not expected to have a material impact on the carrying value of investment properties.

The investment in the Oxford Funds is split into the following investment types:	2025 %	2024 %
Investments stated at fair value:		
Investment property	7%	6%
Global and private equities	43%	39%
Credit and opportunities	9%	11%
Public equity	36%	38%
Directly held securities	5%	6%

Notes to the financial statements – continued

20. Investment in subsidiaries, joint ventures and associates

Subsidiaries

As at 31 July 2025 the University exercised control of the following subsidiary undertakings (excluding dormant undertakings):

Name of the entity	Country of incorporation	Nature of activity	% Interest
Ecosystem Capital Ltd ^{4 5}	England	Buying and selling of own real estate	100
Endowment Estates Ltd ^{4 5}	England	Investment management services	100
James Martin 21st Century (UK) Trust ³	England	Endowment management	100
Jenner Vaccine Foundation ⁶	England	Research and experimental development on social sciences and humanities	50
Oxford Ltd	England	Retail and other trading activities	100
Oxford Advanced Research Centres Ltd	England	Head office activities	100
Oxford in Berlin gmbH	Germany	Head office activities	100
Oxford Mutual Ltd ¹	England	Provision of discretionary cover	100
Oxford Research South Africa Ltd ²	England	Social policy research	100
Oxford Saïd Business School Ltd	England	Executive education	100
Oxford University (Beijing) Science & Technology Co Ltd (<i>in liquidation</i>) ⁵	China	No activity	100
Oxford University Clinical Research Unit Nepal	Nepal	Clinical research	100
Oxford University Development (North America), Inc.	USA	Office administration	100
Oxford University Endowment Management Ltd ⁵	England	Investment management services	100
Oxford University Fixed Assets Ltd	England	Building management and utilities	100
Oxford University Innovation Ltd	England	Commercial exploitation of intellectual property	100
Oxford University (Suzhou) Science & Technology Co Ltd ⁵	China	Mathematical, physical and life sciences research	100
TOF Corporate Trustee Ltd ⁵	England	Fund management activities	100
University of Oxford China Office Ltd	Hong Kong	Fundraising and alumni relations	100
Yayasan Jalin Kemitraan Nusantara ⁵	Indonesia	Clinical research	100

OUP subsidiaries

Name of the entity	Country of incorporation	Nature of activity	% Interest
Oxford University Press Argentina SA ⁴	Argentina	Sales, marketing or distribution	100
Oxford University Press do Brasil Publicacoes Limitada ^{4 5}	Brazil	Sales, marketing or distribution	100
Oxford University Press (Shanghai) Ltd ^{4 5}	China	Sales, marketing or distribution	100
Oxford University Press (China) Ltd	China (Hong Kong)	Manufacturing or production	100
OUP Egypt Limited ⁴	Egypt	Sales, marketing or distribution	100
Oxford University Press GmbH ⁴	Germany	Sales, marketing or distribution	100
OUP India Private Ltd	India	Sales, marketing or distribution	100
Oxford University Press India Private Ltd ⁴	India	Administrative, management or support services	100
OUP Services Private Limited ⁴	India	Administrative, management or support services	100
Oxford University Press Srl ⁴	Italy	Sales, marketing or distribution	100
Oxford University Press Kabushiki Kaisha	Japan	Sales, marketing or distribution	100
Oxford University Press East Africa Limited ⁴	Kenya	Sales, marketing or distribution	100
Oxford University Press Korea Limited ⁴	Republic of Korea	Sales, marketing or distribution	100
Oxford University Press Lesotho (Proprietary) Ltd ⁴	Lesotho	Sales, marketing or distribution	100
Oxford University Press (Macau) Ltd ^{4 5}	Macau	Administrative, management or support services	100
Denting Keajaan Sdn Bhd	Malaysia	Property management	100
Oxford Fajar SDN BHD (<i>In liquidation</i>) ⁴	Malaysia	Sales, marketing or distribution	70

Notes to the financial statements – continued

20. Investment in subsidiaries, joint ventures and associates continued

OUP subsidiaries

Name of the entity	Country of incorporation	Nature of activity	% Interest
Oxford Publishing (Malaysia) SDN BHD ⁴	Malaysia	Sales, marketing or distribution	100
Oxford University Press Mexico SA de CV ^{4,5}	Mexico	Sales, marketing or distribution	100
Oxford University Press Namibia (Proprietary) Limited ⁴	Namibia	Sales, marketing or distribution	100
Oxford University Press Pakistan (SMC-Private) Limited ⁴	Pakistan	Sales, marketing or distribution	100
Oxford University Press Polska sp. z o.o. ⁴	Poland	Sales, marketing or distribution	100
OUP SG (Services) Pte Ltd ⁴	Singapore	Sales, marketing or distribution	100
Oxford University Press Orbis Proprietary Limited ⁴	South Africa	Sales, marketing or distribution	100
Oxford University Press Southern Africa Proprietary Limited	South Africa	Sales, marketing or distribution	75
OUP Properties SA Proprietary Limited	South Africa	Property management	100
Oxford University Press España S A ⁴	Spain	Publishing	100
Oxford University Press Tanzania Limited ⁴	United Republic of Tanzania	Administrative, management or support services	100
Oxford Yayincilik Limited Sirketi ⁴	Turkey	Sales, marketing or distribution	100
OELT Limited	United Kingdom	Sales, marketing or distribution	100
OUP Group Pension Trustee Limited	United Kingdom	Administrative, management or support services	100
Oxford Publishing Limited	United Kingdom	Holding or managing intellectual property	100
Oxford Reference Limited	United Kingdom	Sales, marketing or distribution	100
Number Sense Maths Limited	United Kingdom	Sales, marketing or distribution	100

As part of the Crankstart (formerly Moritz-Heyman) endowment (see note 31), the University invests in the Sequoia Heritage fund through SCHF OU, LP. The University has a majority share of the capital and reserves of SCHF OU, LP but has no demonstrable control, so it is not treated as a subsidiary; instead, it is recognised as an investment asset (see note 8).

All subsidiary undertakings have been included within the Group financial statements.

Subsidiary undertakings prepare accounts to 31 July each year except for Oxford University Clinical Research Unit Nepal (prepares accounts to 15 July each year), Oxford in Berlin GmbH (preparing accounts to 20 January 2026 as part of the liquidation process) and the Press subsidiaries, which draw up accounts to 31 March. Some subsidiaries (referenced 5 below) have their year end at 31 December.

¹ Oxford Mutual Ltd is a company limited by guarantee. The members of Oxford Mutual Ltd are the University, Jenner Vaccine Foundation, Oxford Advanced Research Centres Ltd, Oxford Ltd, Oxford Research South Africa Ltd, Oxford Said Business School Ltd, Oxford University Endowment Management Ltd, Oxford University Fixed Assets Ltd, Oxford University Innovation Ltd, Oxford University Innovation Centres Ltd, Oxford University Trading Ltd and the Gray Laboratory Cancer Research Trust.

² Registered as an external company in South Africa.

³ James Martin 21st Century (UK) Trust is a charitable trust in the United Kingdom where the University has the power to appoint a majority of the trustees.

⁴ Owned by a subsidiary undertaking.

⁵ Year end of 31 December.

⁶ Jenner Vaccine Foundation, a joint venture between the University and the Pirbright Institute, is fully consolidated as the University currently has majority voting rights on the Board of Directors and therefore is considered to control the entity.

Notes to the financial statements – continued

20. Investment in subsidiaries, joint ventures and associates continued

University holdings in subsidiaries and joint ventures

Cost	£'m
As at 1 August 2024	101.8
Impairment in subsidiary investments	(71.6)
Capital reduction	(10.4)
New investment	8.2
As at 31 July 2025	28.0

Joint ventures

University joint ventures in investments	Proportion of nominal value held	Country of incorporation	Value as at 1 August 2024	Investments	Share of deficit for year	Value at 31 July 2025
	%		£'m	£'m	£'m	£'m
ITEXT Ltd	50	England	0.5	-	-	0.5
Warneford Park LLP	50	England	0.7	0.4	(0.4)	0.7
Proxemis Ltd	50	England	0.1	-	-	0.1
Carrying value reported as joint ventures (note 19)	-	-	1.3	0.4	(0.4)	1.3

Health Research Operations Kenya Ltd (formerly African Research Collaboration for Health Ltd) remains a joint venture; however, the investment was written off in full during the year 2023/24, as the amount is not expected to be recoverable either through distribution or on wind-up of the joint venture.

In addition to the above, the Group has joint venture arrangements with Oxford International AQA Examinations Ltd and Global Malaria Vaccines GmbH, incorporated in England and Germany respectively, which are held at negligible value.

Oxford University Property Development Ltd (and its subsidiaries, Oxford University Development Ltd and OUPM Ltd), incorporated in England, has a negative share of net assets as at 31 July 2025 and accordingly has been recorded at nil value under investments. An investment of £3.0m was made during the year, which has been impaired.

Associates

As at 31 July 2025 the University exerted significant influence but not control or joint control over the following associated undertakings (excluding any dormant undertakings). Materially all the carrying value of associates relates to investments in the spinout portfolio. The carrying value is included under spinout companies in note 19.

Name of the entity	Country of incorporation	Nature of activity	% Interest
Designer Carbon Materials Ltd	England	Commercial exploitation of intellectual property	46.9
PalaeoPi Ltd	England	Information technology consultancy activities	33.3
Oxford University Innovation Technology Transfer (Suzhou) Co Ltd ¹	China	Technology transfer	30.0
Oxford Electromagnetic Solutions Ltd	England	Commercial exploitation of intellectual property	26.3
Oxed Ltd (formerly Oxed and Assessment Ltd)	England	Educational support services	25.0
TDeltaS Ltd	England	Commercial exploitation of intellectual property	22.0
Oxford MultiSpectral Ltd	England	Commercial exploitation of intellectual property	21.8
InkPath Ltd	England	Commercial exploitation of intellectual property	21.7

Notes to the financial statements – continued

20. Investment in subsidiaries, joint ventures and associates continued

Name of the entity	Country of incorporation	Nature of activity	% Interest
Minervation Ltd	England	Commercial exploitation of intellectual property	21.1
FLEXSR Ltd	England	Business and domestic software development	22.3
Augmented Intelligence Labs Ltd	England	Software and internet	20.0
Rogue Interrobang Ltd	England	Other technology	20.0
Aurox Ltd	England	Commercial exploitation of intellectual property	20.0
Sophia Oxford UK Ltd (company limited by guarantee)	England	Other social work activities without accommodation not elsewhere classified	20.0
Orbit RRI Ltd (company limited by guarantee)	England	Information technology consultancy activities. Research and experimental development on social sciences and humanities. Postgraduate-level higher education. Educational support services.	20.0

Some of the associates prepare their financial statements using different year-end accounting dates to the Group.

¹ Oxford University Innovation Limited holds shares in a Sino-foreign joint venture in partnership with the Suzhou Industrial Park and Oxlink Investment Consulting Co. Ltd, a company registered in PRC.

21. Current investments

	Group		University	
	2025 £'m	2024 £'m	2025 £'m	2024 £'m
Short-term deposits	35.5	160.7	19.8	122.5
Spinout company	93.1	-	93.1	-
Total	128.6	160.7	112.9	122.5

Notes to the financial statements – continued

22. Trade and other receivables

	Group		University	
	2025 £'m	2024 £'m	2025 £'m	2024 £'m
Due within one year				
Research grants receivable	227.0	210.0	226.0	209.5
Prepayments and accrued income	102.9	86.9	96.0	75.0
Derivative financial assets	1.3	1.0	1.3	1.0
Endowment/trust accrued income	39.3	14.1	39.3	14.1
Other trade receivables	274.5	286.0	187.4	210.7
Other receivables	83.5	178.5	57.2	66.5
Amounts due from subsidiaries ¹	-	-	69.6	77.6
	728.5	776.5	676.8	654.4
Due after more than one year				
Endowment/trust accrued income	7.4	21.7	7.4	21.7
Amounts due from subsidiaries ¹	-	-	1.3	3.6
Other receivables ²	2.2	2.2	2.2	2.2
	9.6	23.9	10.9	27.5
Total	738.1	800.4	687.7	681.9

¹ Amounts due from subsidiaries represent trading balances, and are non-interest bearing and repayable on demand.

² Other receivables include loans to staff for housing in conjunction with recruitment.

23. Inventories and work in progress/intangible asset pre-publication

	Group		University	
	2025 £'m	2024 £'m	2025 £'m	2024 £'m
Raw materials for publishing	0.9	1.0	0.3	0.2
Work in progress and printed sheets	1.8	6.3	0.3	5.1
Bound books	49.8	56.9	36.5	43.1
Other goods for resale	3.0	2.6	2.6	2.4
Inventories and work in progress	55.5	66.8	39.7	50.8
Intangible assets pre-publication costs	25.8	25.6	24.3	24.2

There is no material difference between the carrying value of inventories and their net realisable value.

24. Cash and cash equivalents

	Group		University	
	2025 £'m	2024 £'m	2025 £'m	2024 £'m
Cash at bank and in hand	275.0	169.8	190.8	83.6
Money market funds	460.5	463.1	448.5	463.1
Total	735.5	632.9	639.3	546.7

Notes to the financial statements – continued

25. Consolidated reconciliation of net debt

	2025 £'m	2024 £'m
Net debt as at 1 August	(677.8)	(620.4)
Movement in cash and cash equivalents	102.6	(17.7)
Repayment of debt and overdrafts	18.9	4.4
Other net debt movement	(0.1)	1.5
New finance lease	(100.3)	(45.6)
Net debt as at 31 July	(656.7)	(677.8)

Analysis of net debt	2025 £'m	2024 £'m
Cash and cash equivalents	735.5	632.9
Borrowings amounts falling due within one year		
Unsecured loans	(6.5)	(6.3)
Bank overdraft	(7.8)	(20.8)
Derivatives	(0.6)	-
Finance lease	(0.7)	-
Borrowings amounts falling due after more than one year		
Unsecured loans	(185.6)	(192.1)
Bonds	(1,045.8)	(1,045.9)
Finance lease liabilities	(145.2)	(45.6)
Net debt	(656.7)	(677.8)

The Group has taken advantage of the exemption available under FRS 102 to not produce a University only version of the reconciliation of net debt.

26. Creditors: amounts falling due within one year

	Note	Group		University	
		2025 £'m	2024 £'m	2025 £'m	2024 £'m
Research grants creditors		418.5	442.0	414.1	434.4
Accruals and deferred income		384.9	409.2	345.0	359.4
Capital grants with performance conditions		136.4	116.9	136.4	116.9
Unsecured bank loans	27	6.5	6.3	6.5	6.3
Bank overdrafts		7.8	20.8	-	-
Derivative financial liabilities		0.6	0.1	0.6	0.1
Finance lease liability		0.7	-	0.7	-
Corporation tax due		12.8	16.6	0.2	3.6
Social security and other taxation payable		48.3	55.4	44.6	47.1
Trade payables		184.0	177.7	155.0	154.9
Amounts due to subsidiaries*		-	-	55.1	13.0
Total		1,200.5	1,245.0	1,158.2	1,135.7

*Amounts due to subsidiaries represent trading balances that are non-interest bearing and interest-bearing deposits repayable on demand.

Notes to the financial statements – continued

27. Creditors: amounts falling due after more than one year

	Group		University	
	2025 £'m	2024 £'m	2025 £'m	2024 £'m
Deferred income – Oxford Sciences Enterprise plc	16.0	19.9	16.0	19.9
Bank loans	185.6	192.1	185.6	192.1
100-year bonds issued	1,045.8	1,045.9	1,045.8	1,045.9
Other creditors	6.6	3.5	1.3	4.1
Finance lease liability	145.2	45.6	145.2	45.6
Amounts due to subsidiaries	-	-	0.1	0.1
Total	1,399.2	1,307.0	1,394.0	1,307.7

Analysis of unsecured bank loans

	Group		University	
	2025 £'m	2024 £'m	2025 £'m	2024 £'m
Due between one and two years	6.7	6.5	6.7	6.5
Due between two and five years	21.0	20.5	21.0	20.5
Due in five years or more	157.9	165.1	157.9	165.1
Total	185.6	192.1	185.6	192.1

Bank loans	Note	Loan 1 £'m	Loan 2 £'m	Total £'m
Amount borrowed		25.0	200.0	225.0
Amount outstanding at 31 July 2025		25.0	167.1	192.1
Interest rate %		5.07	2.55	
Final repayment date		June 2047	June 2045	
Amount due within one year	26	-	6.5	6.5
Amount due between one and two years		-	6.7	6.7
Amount due between two and five years		-	21.0	21.0
Amount due after five years		25.0	132.9	157.9
Total		25.0	167.1	192.1

The University entered into an agreement with Oxford Sciences Enterprises (formerly Oxford Sciences Innovation plc) (OSE) in 2015/16. In return for 50% of its stake in each company spun out from medical sciences and mathematical, physical and life sciences over a period of 15 years, the University received a 5% non-dilutable stake in OSE. This stake was initially valued at £17.5m but additional fundraising has taken place since then.

The fair value of the shares transferred is treated as deferred income and is released to the Statement of Comprehensive Income over the 15-year period of the agreement. The amount due to be released in 2025/26 is included in 'Creditors: within one year', with the remaining balance included in 'Creditors: after more than one year'.

Bond

On 9 December 2017 the University issued £750.0m of 2.544% unsecured bonds due December 2117. The bonds were issued at 99.3% of their principal amount, and the proceeds of issue, less directly attributable transaction costs, amounted to

£744.7m. The bonds are listed on the London Stock Exchange. Interest at 2.544% is payable in December each year. Unless previously redeemed, the bonds will be redeemed at their principal amount of £750m on 7 December 2117. After initial recognition of the bonds at proceeds of issue less all transaction costs directly attributable to the issue, the bonds are measured at amortised cost using the effective interest rate method. Under this method the discount at which the bonds were issued and the transaction costs are accounted for as additional interest expense over the term of the bonds.

On 22 January 2020 a further tranche of the bonds was issued with the same terms and repayment date. These bonds were issued at 122.37% of their principal amounts, and the proceeds of issue, less directly attributable transaction costs, amounted to £0.4m. The premium over the nominal value is held in a Bond Premium account amounting to £45.8m (2024: £45.9m) and will be amortised over the life of the bond, reducing the interest charge for these years.

Notes to the financial statements – continued

28. Financial instruments

The carrying values of the Group financial assets and liabilities are summarised by the categories below:

Financial assets	Note	Group	
		2025 £'m	2024 £'m
Measured at fair value through income or expenditure			
Spinout companies held at fair value	19	68.2	75.7
The Oxford Funds	19	4,193.2	3,864.0
Global and private equities, public equity	19	159.8	152.5
Other assets	19	0.8	0.5
Third-party managed	19	397.9	368.4
Bonds	19	557.5	520.1
Derivative financial assets maturing within 12 months		1.3	1.0
Measured at amortised cost			
Trade and other receivables		659.0	737.4
Spinout companies at cost less impairment	19	86.0	132.3
Current asset unlisted investments	21	128.6	160.7
Cash and cash equivalents	24	735.5	632.9
Total		6,987.8	6,645.5

Financial liabilities	Note	Group	
		2025 £'m	2024 £'m
Measured at fair value through income or expenditure			
Derivative financial liabilities maturing within 12 months		0.6	0.1
Measured at amortised cost			
Bond	27	1,045.8	1,045.9
Research grants creditors	26	418.5	442.0
Accruals	26	126.1	149.9
Bank overdrafts	26	7.8	20.8
Loans payable	26,27	192.1	198.4
Other liabilities due after more than one year		22.6	23.4
Trade and other payables	26	184.0	177.7
Lease liabilities	26	145.2	45.6
Total		2,142.7	2,103.8

Notes to the financial statements – continued

Derivative financial instruments

The Group uses derivative financial instruments solely to manage exposure to foreign exchange risks arising from the normal course of Oxford University Press operations. Forward foreign currency contracts designated as effective hedging instruments are measured at fair value. At 31 July the net fair value was £0.7m, with £1.3m in assets and £0.6m in liabilities, all due within one year. These contracts relate solely to the Press. The fair value reflects currency exposures including purchases of HKD (£4.0m) and sales of EUR (£27.9m, loss of £0.4m), USD (£40.5m, gain of £1.0m) and other currencies (£4.9m, gain of £0.1m). Movements in the hedging reserve during the year include an OCI gain of £0.1m and an I&E loss of £0.3m, resulting in a closing balance of £0.7m (2024: £0.9m).

Nature and extent of risks arising from financial instruments

In the ordinary course of its activities, the Group manages a variety of financial risks including credit risk, liquidity risk, market or interest rate risk and foreign currency risk.

Credit risk

Credit risk is the risk that the Group would incur a financial loss if a counterparty were to fail to discharge its obligations to the Group. The Group is exposed to credit risk in respect of its financial assets held with various counterparties. The Group aims to minimise its counterparty credit risk exposure by monitoring the size of its credit exposure to, and the creditworthiness of, counterparties, including setting appropriate exposure limits and maturities.

Liquidity risk

Liquidity risk is the risk that the Group will encounter difficulties raising cash to meet its obligations when they fall due. Obligations are associated with financial liabilities and capital commitments. The Group monitors its exposure to liquidity risk by regularly monitoring its liabilities and commitments and holding appropriate levels of liquid assets.

The Academic University targets a minimum cash balance of £50m, which provides same day liquidity, and holds other cash resources, which provide access to liquidity at short notice. The academic University has debt obligations, which are all repayable on fixed terms and not subject to repayment on demand. Short-term cash and liquidity forecasts are updated daily and longer-term forecasts monthly; these forecasts are reviewed by the head of Treasury on a daily basis and are regularly presented to the Finance Committee of the University.

	Under 1 year	Between 1 and 5 years	More than 5 years	Total
As at 31 July 2025				
Bond liabilities	-	-	1,000.0	1,000.0
Bank loans	6.5	27.7	157.9	192.1
Bank overdrafts	7.8	-	-	7.8
Total	14.3	27.7	1,157.9	1,199.9
As at 31 July 2024				
Bond liabilities	-	-	1,000.0	1,000.0
Bank loans	6.3	27.0	165.1	198.4
Bank overdrafts	20.8	-	-	20.8
Total	27.1	27.0	1,165.1	1,219.2

Market and price risk

Market risk is that financial instruments will change in value due to changes in market value.

The Group seeks to ensure that its stated treasury management policies and objectives will not be compromised by adverse market fluctuations in the value of the principal sums it invests, and will accordingly seek to protect itself from the effects of such fluctuations.

The main investment vehicles for the University are the Oxford Funds managed by Oxford University Endowment Management (OUem). As the investments in the Oxford Funds are held at fair value, the changes in price directly affect the University's net assets.

This is a risk to the University because of the significance of the endowments and funds invested and the dependence of plans on maintaining the value of the endowment in real terms.

OUem 'constantly evaluate a range of metrics and exposures to ensure that our fundamental views produce an optimal portfolio positioning'. OUem consider performance, liquidity management, currency exposure, sector exposure and environmental, social and governance risks when making investment decisions. Further details can be found in the Annual Report of the Oxford Endowment Funds at www.ouem.co.uk.

The University Investment Committee, which consists of people with recent and relevant experience of investment management, meets three times a year to review the work of investment managers and monitor risk.

Foreign currency risk

Foreign currency risk is the risk that the sterling value of financial instruments will change due to exchange rate movements. The University manages its foreign exchange risk and the exposure is considered not material.

The Group invested in the Oxford Funds and owned units denominated in pounds sterling. Accordingly, the Group's currency exposure on the investment in the Oxford Fund is in sterling. The manager of the Oxford Fund, OUem, manages the exposure in the fund in multiple currencies including pound sterling.

Notes to the financial statements – continued

28. Financial instruments continued

Interest rate risk

The Group is exposed to risk in terms of its exposure to interest rate movements on its borrowings and investments. The Group considers the possible effects of a change in interest rates on the fair value and cash flows of the interest-bearing financial assets and liabilities when making investment decisions. The University's main financing relates to 100-year bonds. The interest rate attached to the bond is fixed over the term.

The Group's cash flow interest rate risks relate to: financial instruments where benefits of interest rate changes are lost – a 1% basis point rate reduction gives a lost benefit of £8m.

Fair values

Debtors and current liabilities are stated at book value, which are not materially different from fair values.

Bond liabilities are measured at amortised cost of £1,045.8m (2024: £1,045.9m).

The fair value of the bond at 31 July 2025 was £465.8m based on the mid-price (2024: £537.9m).

Fair value measurements

The following tables categorise the fair values of the Group's consolidated investment assets and liabilities based on the inputs to the valuation. Within the hierarchy, categorisation has been determined on the basis of lowest level input that is significant to the fair value measurement of the relevant assets as follows:

Level 1: Valued using quoted prices in active markets for identical assets.

Level 2: Valued by reference to valuation techniques using observable inputs other than quoted prices included within Level 1.

Level 3: Valued by reference to valuation techniques using inputs that are not based on observable market data.

Valuation at 31 July 2025	Level 1 £'m	Level 2 £'m	Level 3 £'m	Total £'m
Spinout companies	14.2	-	54.0	68.2
Investment properties	-	-	354.6	354.6
The Oxford Funds*	-	4,193.2	-	4,193.2
Global and private equities	101.0	-	-	101.0
Oxford Sciences Enterprises	-	-	58.8	58.8
Third-party managed	-	-	397.9	397.9
Bonds	557.5	-	-	557.5
Other assets	-	-	0.8	0.8
Total	672.7	4,193.2	866.1	5,732.0

Valuation at 31 July 2024	Level 1 £'m	Level 2 £'m	Level 3 £'m	Total £'m
Spinout companies	13.3	-	62.4	75.7
Investment properties	-	-	346.4	346.4
The Oxford Funds*	-	3,864.0	-	3,864.0
Global and private equities	94.9	-	-	94.9
Oxford Sciences Enterprises	-	-	57.6	57.6
Third-party managed	-	-	368.4	368.4
Bonds	520.1	-	-	520.1
Other assets	-	-	0.5	0.5
Total	628.3	3,864.0	835.3	5,327.6

*The Oxford Funds are recorded as Level 2 investments, as the University can buy or sell these investments at the quoted price from the Oxford Funds.

The Group has taken advantage of the exemption available under FRS 102 to not produce a University only version of the financial instruments notes.

Notes to the financial statements – continued

29. Other provisions

	Group £'m	University £'m
At 1 August 2024	20.3	7.9
Charge for the year	10.2	1.9
Reclassification of prior year accrual	10.0	10.0
Unused amounts released	(0.1)	(0.1)
Utilised in year	(10.7)	(1.0)
At 31 July 2025	29.7	18.7

The provisions relate to provisions for tax, system licensing, permanent health insurance provided by the Press, staff costs in a subsidiary company and others.

Pension provisions		
	Group £'m	University £'m
Press schemes – at 1 August 2024	66.6	66.6
Net interest on net defined benefit liability	3.3	3.3
Remeasurement of liability recognised in comprehensive income	(16.5)	(16.5)
At 31 July 2025	53.4	53.4
University schemes – at 1 August 2024	0.4	0.4
Additions	1.0	1.0
Released	(0.1)	(0.1)
At 31 July 2025	1.3	1.3
Total	54.7	54.7

Notes to the financial statements – continued

30. Endowment reserves

Group	Unrestricted			Restricted			Total
	Capital	Unapplied return	Total	Capital	Unapplied return	Total	
	£'m	£'m	£'m	£'m	£'m	£'m	
Capital – original gift	80.3	-	80.3	366.4	-	366.4	446.7
Capital – indexation reserve	53.7	-	53.7	162.8	-	162.8	216.5
Unapplied return	-	202.1	202.1	-	413.0	413.0	615.1
31 July 2024	134.0	202.1	336.1	529.2	413.0	942.2	1,278.3
Investment income less expenses	-	-	-	-	28.8	28.8	28.8
New endowments	-	-	-	14.9	-	14.9	14.9
Indexation	5.2	(5.2)	-	20.4	(20.4)	-	-
Market value gains	-	45.6	45.6	-	76.0	76.0	121.6
Released to unrestricted reserves	-	(13.4)	(13.4)	-	(39.1)	(39.1)	(52.5)
Balance as at 31 July 2025	139.2	229.1	368.3	564.5	458.3	1,022.8	1,391.1
Represented by:							
Capital – original gift	80.3	-	80.3	381.3	-	381.3	461.6
Capital – indexation reserve	58.9	-	58.9	183.2	-	183.2	242.1
Unapplied return	-	229.1	229.1	-	458.3	458.3	687.4
Total	139.2	229.1	368.3	564.5	458.3	1,022.8	1,391.1

University	Unrestricted			Restricted			Total
	Capital	Unapplied return	Total	Capital	Unapplied return	Total	
	£'m	£'m	£'m	£'m	£'m	£'m	
Capital – original gift	29.7	-	29.7	366.4	-	366.4	396.1
Capital – indexation reserve	25.0	-	25.0	162.8	-	162.8	187.8
Unapplied return	-	201.9	201.9	-	412.9	412.9	614.8
31 July 2024	54.7	201.9	256.6	529.2	412.9	942.1	1,198.7
Investment income less expenses	-	-	-	-	28.8	28.8	28.8
New endowments	-	-	-	14.9	-	14.9	14.9
Indexation	2.1	(2.1)	-	20.4	(20.4)	-	-
Market value gains	-	37.0	37.0	-	76.0	76.0	113.0
Released to unrestricted reserves	-	(10.3)	(10.3)	-	(39.1)	(39.1)	(49.4)
Balance at 31 July 2025	56.8	226.5	283.3	564.5	458.2	1,022.7	1,306.0
Represented by:							
Capital – original gift	29.7	-	29.7	381.3	-	381.3	411.0
Capital – indexation reserve	27.1	-	27.1	183.2	-	183.2	210.3
Unapplied return	-	226.5	226.5	-	458.2	458.2	684.7
Total	56.8	226.5	283.3	564.5	458.2	1,022.7	1,306.0

There are no endowments within the Press.

As required by charities law, to apply total return accounting to permanent endowments the University has made a consistent judgement as to the rate at which expenditure can be made against unapplied return. This ensures that benefit can be derived both now and in perpetuity.

Notes to the financial statements – continued

30. Endowment reserves continued

This is achieved by the investment of endowment funds within the Oxford Funds: Collegiate Feeder, which returns each year a cash dividend of approximately 4% of holding value. The University considers 4% to represent a reasonable estimate of the long-term return on investment achievable above inflation.

A transfer to unrestricted reserves for restricted permanent endowments expenditure is recognised to the extent of the spend in the year against the restricted purposes and for unrestricted permanent endowments; the transfer to unrestricted reserves is based on the long-term real rate of return, which is estimated at 4%.

To ensure the preservation of original endowment capital in real terms, the University has adopted a policy of indexing brought forward permanent endowment capital each year by the Consumer Price Index (CPI).

Restricted expendable endowments	Group			University		
	Capital	Accumulated income	Total	Capital	Accumulated income	Total
	£'m	£'m	£'m	£'m	£'m	£'m
31 July 2024	525.1	109.0	634.1	525.1	109.0	634.1
New endowments	34.6	-	34.6	34.6	-	34.6
Investment net income	-	32.3	32.3	-	32.3	32.3
Market value gains	-	39.7	39.7	-	39.7	39.7
Expenditure	-	(23.5)	(23.5)	-	(23.5)	(23.5)
Balance as at 31 July 2025	559.7	157.5	717.2	559.7	157.5	717.2

Endowment assets

To ensure that endowment gifts provide the greatest benefit possible, and where appropriate to ensure that their charitable benefit is maintained in perpetuity, the University invests unspent endowment reserves and capital in a mixture of investment vehicles. These balances are recognised on the Statement of Financial Position within the balances held for investments, and cash and cash equivalents as follows:

	Note	Group		University	
		2025 £'m	2024 £'m	2025 £'m	2024 £'m
Investments					
The Oxford Funds		1,613.7	1,446.9	1,529.0	1,367.5
Global equities		0.4	0.4	0.4	0.4
Investment property		49.1	49.0	49.1	49.0
Third-party managed		274.4	254.6	274.4	254.6
Short-term bonds		2.3	2.3	2.3	2.3
Other assets		0.5	0.3	0.5	0.3
	19	1,940.4	1,753.5	1,855.7	1,674.1
Endowment accrued income falling due within one year		39.3	14.1	39.3	14.1
Endowment accrued income falling due after more than one year		7.4	21.7	7.4	21.7
Cash and cash equivalents		121.2	123.1	120.8	122.9
Balances as at 31 July		2,108.3	1,912.4	2,023.2	1,832.8

Notes to the financial statements – continued

30. Endowment reserves continued

Endowment purposes	Balance at 1 August 2024 £'m	Investment gains £'m	Investment income £'m	New endowments £'m	Expenditure and transfer £'m	Balance at 31 July 2025 £'m
General academic	531.2	49.4	15.7	5.5	(18.3)	583.5
Academic posts	718.2	50.7	27.3	29.9	(29.1)	797.0
Scholarship funds	524.0	50.7	13.4	9.7	(23.0)	574.8
Support for libraries and museums	109.4	8.4	3.9	4.4	(4.5)	121.6
Societies	10.3	1.1	-	-	(0.4)	11.0
Prize funds	19.3	1.1	0.7	-	(0.7)	20.4
Total	1,912.4	161.4	61.0	49.5	(76.0)	2,108.3

Material endowments, both permanent and expendable, fall into the following categories for the year to 31 July 2025:

Material endowments	Reuben College £'m	Nuffield Benefaction £'m	James Martin 21st Century Foundation £'m	Contemporary Ethics Fund £'m	Crankstart Scholarship Fund £'m
31 July 2024					
Capital – original gift	71.0	2.8	50.6	100.0	74.6
Capital – indexation reserve	-	1.7	28.7	-	23.2
Unapplied return	5.6	117.1	0.3	-	158.4
	76.6	121.6	79.6	100.0	256.2
New endowments	-	-	-	-	-
Investment gains and income	6.9	13.0	8.6	11.2	33.3
Expenditure	(2.3)	(4.7)	(3.2)	-	(11.0)
Balance as at 31 July 2025	81.2	129.9	85.0	111.2	278.5
Represented by:					
Capital – original gift	71.0	2.8	50.6	100.0	74.6
Capital – indexation reserve	-	1.9	31.8	-	27.0
Unapplied return	10.2	125.2	2.6	11.2	176.9
Total	81.2	129.9	85.0	111.2	278.5

The Reuben Foundation have generously donated £80m to the University for the benefit of Reuben College and student scholarships. Of the £80m gift, £9m will endow the existing undergraduate Reuben Scholarship Programme within the University, and £71m will go to the core endowment of Reuben College, with £15m ring-fenced for scholarships for graduate students. £56.2m of the college portion has been received to date and the rest is held as accrued income within endowment reserves.

The donor for the Nuffield Benefaction was Lord Nuffield (William Morris). Under the terms of the trust deed dated 24 November 1936, the fund is to be used to widen the scope of the Medical School of the University and provide special facilities for research.

The primary purpose of the James Martin 21st Century Foundation (established in 2004) and James Martin 21st Century (UK) Trust (established in 2012) is to support the Oxford Martin School (formerly James Martin 21st Century School) and establish or support any other entity within the University that advances specialised education relating to the severe problems of the 21st century.

The Contemporary Ethics Fund was established in 2024 to facilitate ethical progress through research, teaching and real-world application.

The Crankstart Scholarship Fund was established in 2012/13 through an endowment gift from the Crankstart Foundation to provide a programme of support for UK resident undergraduate students from disadvantaged backgrounds. Under the terms of the deed of gift, the University is required to commit matching income annually for the same purpose or other projects to support disadvantaged students or applicants.

Total return accounting can lead to negative unapplied total return, especially in the short term, as the total return rate is a long-term rate of return. The University reduces the risk of trust funds, eroding their capital by ensuring that accumulated expenditure does not exceed the accumulated income for individual trust funds. In 2025 there were no trust funds with greater than £0.5m deficit in their unapplied total return.

Notes to the financial statements – continued

31. Restricted reserves

Group/University	As at 1	New	Restricted	As at 31 July
	August 2024	donations and grants	expenditure	2025
	£'m	£'m	£'m	£'m
General academic	141.1	63.8	(33.8)	171.1
Academic posts	7.0	3.8	(3.0)	7.8
Scholarship funds	17.6	13.9	(14.9)	16.6
Support for libraries	3.0	2.4	(2.3)	3.1
Support for museums	3.3	2.3	(1.7)	3.9
Donated heritage assets	88.8	3.4	-	92.2
Mixed-use buildings	2.5	-	-	2.5
Total	263.3	89.6	(55.7)	297.2

The Group has received charitable donations and gifts with restricted purposes falling into the above categories. All reserves generated by the Press are for unrestricted purposes.

32. Unrestricted income and expenditure reserves

	Group £'m	University £'m
Balance as at 1 August 2024	4,211.6	4,154.2
Unrestricted comprehensive income for the year	286.4	232.7
Balance as at 31 July 2025	4,498.0	4,386.9

33. Related parties

The University maintains a Register of Interests for all members of Council and senior staff. The register is updated annually and is publicly available via the University website (<https://governance.admin.ox.ac.uk/council/declarations-interests-members-council-and-senior-staff->).

The Register of Interests is reviewed in accordance with FRS 102 section 33.2 to identify any entity that is controlled (or jointly controlled) by a member of Council or key management personnel (as defined in note 10). For any such entity, a review is undertaken of that entity's transactions with the University.

For the financial year ending 31 July 2025, no such related parties were identified.

The University has taken advantage of the exemption within the reporting standard and has not disclosed transactions with other group entities (note 20) where it holds 100% of the voting rights.

Included in the financial statements are the following transactions with other related parties:

Joint ventures

Name	2025			2024		
	Income	Expenditure	Balance due to the University	Income	Expenditure	Balance due to the University
	£'000	£'000	£'000	£'000	£'000	£'000
Jenner Vaccine Foundation ¹	17	22	17	30	-	30
Warneford Park LLP ²	18	-	-	7	-	-
Oxford University Development Ltd (OUD) ³	15	-	15	23	51	3
Oxford University Property Development Ltd (OUPD) ³	39	-	19	-	-	-

¹ The Jenner Vaccine Foundation is a 50% joint venture with the Pirbright Institute.

² Warneford Park LLP is a 50% joint venture with Mr Ian Laing.

³ OUD is a subsidiary of Oxford University Property Development Ltd (OUPD). OUPD is a 50% joint venture between the University and Legal & General Capital Investments Ltd.

Notes to the financial statements – continued

James Martin 21st Century Trust

The University appoints the majority of the trustees for the James Martin 21st Century (UK) Trust, and for the purposes of the University financial statements, the Trust is consolidated. During the year 2024/25 income received by the University was £16k (2024: £13k). No services were received by the University (2024: £nil). At year end the balance owed to the University was £16k (2024: £nil) and no amounts were due from the University (2024: £nil). During the year 2024/25 donations received by the University were £3.2m (2024: £3.1m).

In addition, the Group considers itself to have a significant working relationship with specific key partners; while this is not required to be disclosed under the standard, management consider this will enhance the disclosure due to the close operational collaboration, as follows:

Colleges

The 36 external colleges of the University of Oxford are independent legal institutions and operate with financial independence. The colleges are therefore not consolidated in the financial results of the University. During the year the distribution of fee income and OFS/Research England funding were the main transactions between the University and the colleges. The University paid £129.9m (2024: £122.8m) to the colleges (see note 11).

General trading takes place between the University (including the Press) and colleges, including the provision of research, accommodation and teaching facilities. These arrangements are undertaken on a commercial basis.

Certain external trusts provide research and other funding to the University and some colleges. A number of these trusts are allowed to participate in the Oxford Funds: Collegiate Feeder.

34. Pension schemes

The University participates in three principal pension schemes for its staff: the Universities Superannuation Scheme (USS), the University of Oxford Staff Pension Scheme (OSPS) and the Oxford University Press (OUP) Group scheme (for UK employees). The schemes are contributory mixed benefit schemes (ie they provide benefits on a defined benefit basis – based on length of service and pensionable salary and on a defined contribution basis – based on contributions into the scheme). The assets of the schemes are each held in separate trustee-administered funds.

USS and OSPS are multi-employer schemes and the University is unable to identify its share of the underlying assets and liabilities of each scheme on a consistent and reasonable basis. Therefore, in accordance with the accounting standard FRS 102 paragraph 28.11, the University accounts for the schemes as if they were defined contribution schemes. As a result, the amount charged to the income and expenditure account represents the contributions payable to the schemes in respect of the accounting period. The OUP Group scheme is a single employer scheme under FRS 102 and is therefore accounted for as a defined benefit scheme.

In the event of the withdrawal of any of the participating employers in USS or OSPS, the amount of any pension funding shortfall (which cannot be otherwise recovered) in respect of

that employer will be spread across the remaining participating employers and reflected in the next actuarial valuation of the scheme. As the only employer in the OUP Group scheme, any funding shortfall falls on the University.

The University also has a small number of staff in other pension schemes, including the National Health Service Pension Scheme (NHSPS) and the Medical Research Council Pension Scheme (MRCPS). The University's participation in NHSPS is in respect of employees who meet certain eligibility criteria, including being an active member of the scheme prior to joining the University. The University's participation in MRCPS is in respect of employees whose units transferred from other MRC-funded institutions. Pension schemes are also provided for employees contracted in other countries according to the laws and regulations of those countries.

The University has made available a National Employment Savings Trust (NEST) for non-employees who are eligible under automatic enrolment regulations to pension benefits.

Schemes accounted for under FRS 102 paragraph 28.11 as defined contribution schemes

National Health Service Pension Scheme

The last full actuarial valuation of the NHSPS was performed as at 31 March 2020. The 2020 valuation reported scheme liabilities of £380.1bn. There are no underlying assets, and therefore no surplus or deficit was reported except on a purely notional basis. An accounting valuation of the scheme liability is carried out annually by the scheme actuary, whose report forms part of the annual NHS Pension Scheme (England and Wales) Resource Account, published annually.

These accounts can be viewed on the NHS Pensions website. The actuary agreed that the employer contributions rate would increase from 20.6% from 1 April 2019 to 23.7% from 1 April 2024. Employers, such as the University, have continued to pay 14.3% since 1 April 2019 with the DHSC paying the balance. However, the 3.1% foreseen cost will be recouped by an invoice to the University. NHSPS is in a similar position to USS in that, in the event of the withdrawal of a participating employer, the remaining participating employers will assume responsibility for any increased contributions arising.

Universities Superannuation Scheme

The University participates in the Universities Superannuation Scheme. The assets of the scheme are held in a separate trustee-administered fund. Because of the mutual nature of the scheme, the assets are not attributed to individual institutions, and a scheme-wide contribution rate is set. The University 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 FRS 102 section 28 'Employee benefits', the University therefore accounts for the scheme as if it were a defined contribution scheme.

As a result, the amount charged to the profit and loss account represents the contributions payable to the scheme. Since the University had entered into an agreement (the recovery plan) that determined how each employer within the scheme would fund the overall deficit, the University recognised a liability for the contributions payable that arose from the agreement (to

Notes to the financial statements – continued

the extent that they related to the deficit), with related expenses being recognised through the profit and loss account. As the USS is currently in surplus, no deficit contributions are now required from the members. Hence the deficit recovery plan ceased to exist.

The latest available complete actuarial valuation of the scheme is as at 31 March 2023 (the valuation date), and 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. At the valuation date, the value of the assets of the scheme was £73.1bn and the value of the scheme's technical provisions was £65.7bn, indicating a surplus of £7.4bn and a funding ratio of 111%.

The key financial assumptions used in the 2023 valuation are described below. More detail is set out in the statement of funding principles (uss.co.uk/about-us/valuation-and-funding/statement-of-funding-principles).

Price inflation – Consumer Price Index (CPI)	3.0% pa (based on a long-term average expected level of CPI, broadly consistent with long-term market expectations)
RPI/CPI gap	1.0% pa to 2030, reducing to 0.1% pa from 2030
Discount rate	Fixed interest gilt yield curve plus: Pre-retirement: 2.5% pa Post-retirement: 0.9% pa
Pension increases (all subject to a floor of 0%)	Benefits with no cap: CPI assumption plus 3bps Benefits subject to a 'soft cap' of 5% (providing inflationary increases up to 5%, and half of any excess inflation over 5% up to a maximum of 10%): CPI assumption minus 3bps

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	101% of S2PMA 'light' for males and 95% of S3PFA for females
Future improvements to mortality	CMI_2021 with a smoothing parameter of 7.5, an initial addition of 0.40% pa, 10% w2020 and w2021 parameters, and a long-term improvement rate of 1.80% pa for males and 1.60% 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	25.4
Males currently aged 45 (years)	25.7	25.6
Females currently aged 45 (years)	27.2	27.2

University of Oxford Staff Pension Scheme

The University of Oxford Staff Pension Scheme (OSPS) is a multi-employer hybrid scheme set up under trust and sponsored by the University. It is the pension scheme for support staff at the University, participating colleges and other related employers. New members joining the scheme build up benefits on a defined contribution basis. Members who joined before 1 October 2017 build-up benefits on a career average revalued earnings basis.

The latest full actuarial valuation for the OSPS scheme was completed as at 31 March 2022. The funding position of this scheme has improved significantly, moving from a deficit of £113m to a surplus of £47m at the valuation date. As a result, the recovery plan agreed at the last valuation is no longer required and the deficit contribution ended on 30 September 2023. A provision of £1.4m was made at 31 July 2023 to account for deficit recovery payments up to 30 September 2023.

The trustee and the University have agreed a new contribution schedule, which came into effect on 1 October 2023 and takes account of the benefit improvements and changes to member contributions since the last valuation date. It was agreed that the scheme will meet its own running costs from the scheme's assets, including expenses relating to both the DB and DC Sections and the cost of Pension Protection Fund/other statutory levies.

Notes to the financial statements – continued

34. Pension schemes continued

The table below summarises the key actuarial assumptions. Further details of the assumptions are set out in the statement of funding principles dated 27 June 2023 and can be found at <https://finance.admin.ox.ac.uk/osps-documents>.

Date of valuation:	31/03/2022
Value of liabilities:	£914m
Value of assets:	£961m
Funding surplus/(deficit):	£47m
The principal assumptions used by the actuary were:	
Rate of interest (periods up to retirement)	Gilts' +2.25%
Rate of interest (periods after retirement)	Gilts' +0.5%
RPI	Break-even RPI curve less 0.5% pa pre-2030 and 1.0% pa post-2030
CPI	RPI inflation assumption less 1% pa pre-2030 and 0.1% pa post-2030
Pensionable salary increases	RPI +pa
Funding ratios	
▪ Technical provisions basis	105%
▪ 'Buy-out' basis:	62%
Non-financial assumptions :	
Post-retirement mortality – base table	Non-pensioners: 105% of standard S3PxA medium tables for both males and females Pensioners: 105% of standard S3PxA medium tables for both males and females
Post-retirement mortality – improvements	CMI 2021 core projections with Sk=7.0, A=0.5% and long-term improvement rate of 1.5% p.a. for men and women
Recommended employer's contribution rate (as % of pensionable salaries):	16.5% DB for members from 01/10/2023 10% /12% /14% DC members in relation to 4% /6% /8% cost plan from 01/10/2023
Effective date of next valuation:	31/03/2025

Pension charge for the year

The pension charge recorded by the University during the accounting period (excluding pension finance costs) was equal to the contributions payable after allowance for the deficit recovery plan as follows:

Scheme	2025 £'m	2024 £'m
Universities Superannuation Scheme	89.5	95.8
Press Group scheme – UK	10.6	10.8
Press Group – Overseas schemes	6.5	6.2
University of Oxford Staff Pension Scheme	11.2	11.4
NHS Pension Scheme	6.3	5.5
MRC	0.3	0.3
Other schemes – contributions	1.0	0.5
Total	125.4	130.5

These amounts include £36.4m (2024: £15.9m) contributions payable to defined contribution schemes at rates specified in the rules of those plans. Included in other creditors are pension contributions payable of £14.3m (2024: £12.6m).

Notes to the financial statements – continued

34. Pension schemes continued

Defined benefit schemes accounted for as such Press pensions

The Press operates a number of staff retirement schemes throughout the world. The total pension cost for the group charged to operating profit was £20.4m (2024: £18.2m), of which £6.5m (2024: £6.2m) relates to overseas schemes. Of the amount charged to operating profit £17.1m (2024: £9.3m) represents contributions payable to defined contribution schemes at rates specified in the rules of those plans. The Press's defined benefit scheme closed to future accruals from 30 September 2021.

Amounts recognised in the Statement of Financial Position were as follows:	2025 £'m	2024 £'m
Group Pension Scheme		
Present value of funded obligations	(462.8)	(508.1)
Fair value of scheme assets	412.6	444.9
	(50.2)	(63.2)
Present value of unfunded obligations	(3.2)	(3.4)
Total	(53.4)	(66.6)
Amounts in the Statement of Financial Position	2025 £'m	2024 £'m
Liabilities	(466.0)	(511.5)
Assets	412.6	444.9
	(53.4)	(66.6)
Amounts recognised in the Statement of Comprehensive Income were as follows:		
Net interest on net defined benefit liability	(3.3)	(3.0)
Total	(3.3)	(3.0)

There were no employee contributions in the year (2024: £nil).

The actuarial net liability at 31 July 2025 was £53.4m (2024: £66.6m) and comprised a net liability relating to the Group Pension scheme of £50.2m (2024: £63.2m), and net liabilities on other schemes of £3.2m (2024: £3.4m).

The major scheme, the Group Pension Scheme, is a funded defined benefit pension scheme providing retirement benefits to UK employees based on final pensionable salary and length of service. This closed to future accruals from 30 September 2021 and was replaced on 1 October 2021 by a defined contribution scheme. No curtailment impact was recognised at 31 July 2022 as a result of the scheme closure. The assets of the defined benefit scheme are held in a separate trustee-administered fund. The latest triennial valuation at 31 March 2024 has transitioned the scheme from a current liability-driven investment approach to an asset-based investment approach, and resulted in an assessed funding shortfall of £12.0m. Following this valuation, the Press and trustees have agreed a recovery plan comprising a £6.0m cash contribution in the year to 31 July 2025, which was paid in March 2025, followed by two annual contributions each of £6.0m. This provides an £18.0m cash contribution over the three years to 31 July 2027, which will cover the assessed £12.0m deficit per the 31 March 2024 valuation.

The defined benefit scheme closed to future accrual, although members remaining in employment with the Press continue to receive salary linkage on final salary pension accrued before 1 April 2016, and benefits built up after April 2016 will increase in line with CPI (up to a maximum of 5%). Valuations and commitments are subject to future uncertainty and market volatility but are based upon the conclusions of the Press's actuarial advisers, which comply with Technical Actuarial Standard 100, as issued by the Board for Actuarial Standards.

Group Pension Scheme net liabilities fell by £13.0m year-on-year as a result of the £6.0m deficit contribution made by the Press during the year, coupled with lower than anticipated increases to pensions and the impact on assets and liabilities of changes in financial conditions.

Funded overseas schemes show a value of £nil at 31 July 2024 and 31 July 2023 as the actuarial report for Canada continues to show that the scheme was in a net surplus position at 31 March 2023 and 2024. In accordance with FRS 102 paragraph 28.22, it has not been recognised due to the limited extent that the surplus can be recovered in the future. Unfunded obligations comprise £1.6m relating to the UK and an additional £1.6m relating to the US.

In *Virgin Media Ltd v NTL Pension Trustees II Ltd and others*, the High Court (June 2023) and the Court of Appeal (July 2024) held that amendments to contracted-out defined benefit schemes made without the required actuarial confirmation under section 37 of the Pension Schemes Act 1993 are void. This ruling applies to schemes contracted-out between 6 April 1997 and 5 April 2016, which includes the OUP Pension Scheme. The Press and the scheme's trustees are reviewing historic amendments made during this period to confirm whether the necessary actuarial confirmations were obtained. In August 2024 the Department for Work and Pensions announced its intention to legislate to retrospectively validate affected amendments, and accompanying guidance was published in September 2025 as part of the Pension Schemes Bill process. Pending completion of this review and the enactment of the proposed legislation, no material financial impact has been identified.

There is a charge in favour of the trustees over specified Press DPRF assets as protection against any outstanding past service deficit. The charge was increased from £50m to £75m on 15 April 2019 as part of the recovery plan following the technical provision valuation of the scheme at 31 March 2018. This remains unchanged following the latest triennial valuation at 31 March 2024.

Notes to the financial statements – continued

34. Pension schemes continued

Changes in the present value of the defined benefit obligation of the Group Pension Scheme were as follows:	2025 £'m	2024 £'m
Plan liabilities at 1 August	508.1	495.0
Interest cost	25.7	26.0
Remeasurement of the defined benefit obligation	(51.0)	5.9
Benefits paid from plan assets	(20.0)	(18.8)
Plan liabilities at 31 July	462.8	508.1

Changes in the fair value of the Group Pension Scheme assets were as follows:	2025 £'m	2024 £'m
Market value at 1 August	444.9	438.5
Interest income	22.5	23.1
Return on scheme assets (less)/greater than discount rate	(40.8)	(3.9)
Benefits paid from plan assets	(20.0)	(18.8)
Employer contributions	6.0	6.0
Market value at 31 July	412.6	444.9

For the reasons set out above, the Group expects to contribute £6.0m to the Group Pension Scheme in the year 2025/26.

The major categories of the Group Pension Scheme assets as a percentage of total scheme assets were as follows:	2025	2024
Equities	33.6%	13.9%
Corporate bonds	50.7%	66.9%
Property	0.1%	4.4%
Other quoted securities	13.8%	10.3%
Cash and other	1.8%	4.5%
Total	100.0%	100.0%

Principal actuarial assumptions at the date of the Statement of Financial Position (expressed as weighted averages) in relation to the Group Pension Scheme were:	2025	2024
Discount rate	5.80%	5.15%
Price inflation (RPI)	3.05%	3.20%
Price inflation (CPI)	2.70%	2.85%
Rate of salary increase*	4.05%	4.25%
Pension increases for in-payment benefits	2.75%	2.85%
Pension increases for deferred benefits	2.70%	2.85%
Scheme participant census date	31/03/2021	31/03/2021

*Plus promotional salary scale.

Notes to the financial statements – continued

34. Pension schemes continued

Expected lifetime

The expected lifetime of a participant who is age 65 and the expected lifetime (from age 65) of a participant who will be aged 65 in 15 years are shown in years below. The mortality tables used for the disclosures are the SAPS42 normal tables based on amounts, with multipliers of 101% for males and 103% for females. Allowance has been made for future improvements in line with CMI core projections (CMI 2024) with a 1.25% pa long-term trend and an initial addition parameter of 0.50%.

Age	Demographic assumptions			
	Males		Females	
	2025	2024	2025	2024
65	21.9	21.7	24.0	24.6
65 in 15 yrs	22.8	22.6	25.1	25.6

The sensitivities regarding the principal assumptions used to measure the scheme liabilities are estimated below:

Assumption	Sensitivity analysis	
	Change in assumption	Impact on scheme liabilities
Discount rate	Increase/decrease by 0.1%	Decrease/increase by c 1.3%
CPI inflation	Increase/decrease by 0.1%	Increase/decrease by c 0.7%
Salary	Increase/decrease by 0.1%	Increase/decrease by c 0.1%
Base table multipliers	Increase/decrease by 5%	Decrease/increase by c 0.9%
Future mortality improvements	1.25% pa to 1.0% pa long-term trend	Decrease by c 0.5%

The actuarial gains and losses recognised in the combined statement of comprehensive income arose from changes in assumptions concerning the discount rate, price inflation and pension commutation to cash.

Discount rate: The Press adopted the WTW Global RATE: Link ex-government backed model based upon a period of 16 years for the year ending March 2024. The Press's actuaries remain comfortable in continuing to derive the discount rate at 31 July 2025 with reference to this model, further refined by using the scheme's projected cash flows, which have a duration of 14 years at 31 March 2025. At 31 July 2025 the discount rate, based upon this approach and duration, is 5.80% per annum.

RPI: On 25 November 2020 the government confirmed that, with effect from February 2030, increases in RPI will be aligned with those under Consumer Prices Index with owner occupiers' housing costs (CPIH) and there will be no compensation to holders of index-linked gilts. The high level of demand for inflation protection, particularly at long durations, may result in an increased 'inflation risk premium' (IRP). An IRP is the belief that buyers of index-linked rather than fixed-interest gilts are prepared to pay a premium (and hence expect to ultimately receive a lower yield) in order to obtain inflation protection. Within this context the Press adopted an IRP of 25 basis points for the year ending 31 July 2024 and has retained the same figure for the year ending 31 July 25.

A copy of the full actuarial valuation report and other further details on the scheme are available on the relevant websites: www.uss.co.uk, www.nhsbsa.nhs.uk/Pensions, <https://finance.admin.ox.ac.uk/osps>, www.saul.org.uk.

Notes to the financial statements – continued

35. Capital and other commitments

At the end of the year the University had major capital commitments for building projects as follows:

Major capital commitments	Group		University	
	2025 £'m	2024 £'m	2025 £'m	2024 £'m
Commitments contracted at 31 July	88.8	219.2	88.8	219.2
Authorised but not contracted at 31 July	19.2	-	19.2	-

The capital commitments mainly relate to the Schwarzman Centre for the Humanities, the Saïd Business Global Leadership Centre, and the Global Health buildings.

Commitments in respect of operating lease rentals

Total rentals payable under operating leases are as follows:

Group	2025			2024		
	Land and buildings £'m	Other equipment £'m	Total £'m	Land and buildings £'m	Other equipment £'m	Total £'m
Payable during the year	18.1	2.2	20.3	12.9	4.2	17.1
Future minimum lease payments due:						
Not later than 1 year	6.2	1.2	7.4	7.7	2.2	9.9
Later than 1 year and not later than 5 years	14.0	1.6	15.6	10.2	2.7	12.9
Later than 5 years	6.1	-	6.1	7.1	-	7.1
Total	26.3	2.8	29.1	25.0	4.9	29.9

University	2025			2024		
	Land and buildings £'m	Other equipment £'m	Total £'m	Land and buildings £'m	Other equipment £'m	Total £'m
Payable during the year	11.5	2.1	13.6	7.4	3.2	10.6
Future minimum lease payments due:						
Not later than 1 year	2.4	1.2	3.6	3.2	1.3	4.5
Later than 1 year and not later than 5 years	2.7	1.6	4.3	3.1	2.2	5.3
Later than 5 years	3.4	-	3.4	3.9	-	3.9
Total	8.5	2.8	11.3	10.2	3.5	13.7

36. Contingent liabilities

On 29 June 2007 the University entered into an agreement with the trustees of the Oxford University Press Group Pension Scheme to eliminate the scheme deficit over a period of years. As security for the payment of the agreed contributions into the scheme, the University granted a floating charge in favour of the trustees over the assets located in the United Kingdom, which are allocated to the Press Effective Operating Reserve subject to a maximum of £50m. The charge was increased to £75m on 15 April 2019 as part of the recovery plan following the technical provision valuation of the scheme at 31 March 2018.

Notes to the financial statements – continued

37. Leases-maturity analysis for lease liabilities

Future minimum lease payments are as follows: (Land and buildings)	Group/University	
	2025 £'m	2024 £'m
Future minimum lease payments due:		
Not later than 1 year	7.9	0.9
Later than 1 year and not later than 5 years	31.2	9.1
Later than 5 years	383.4	112.8
	422.5	122.8
Future finance charges	(277.2)	
Net carrying value of obligations under finance leases	145.3	
Comprising:		
Lease prepayment recognised in debtors	(0.6)	
Finance lease obligations falling due within one year	0.7	
Finance lease obligations falling due after more than one year	145.2	

38. Leases-maturity analysis for lease receivables

Total rentals receivable under operating leases (Land and buildings)	Note	Group		University	
		2025 £'m	2024 £'m	2025 £'m	2024 £'m
Receivable during the year	6	21.3	20.4	21.0	20.6
Future minimum lease receivables due:					
Not later than 1 year		13.7	15.1	13.3	15.3
Later than 1 year and not later than 5 years		2.7	3.3	2.2	3.1
Later than 5 years		1.2	0.5	1.2	-
Total		17.6	18.9	16.7	18.4

39. Events after the end of reporting period

On 25 August 2025 the University announced that it had reached an agreement for the acquisition of OrganOx, a pioneering University of Oxford spinout transforming kidney and liver transplantation, by Terumo Corporation, a global medical technology company headquartered in Tokyo, Japan, for US\$1.5bn. The University held an equity stake of approximately 6% in the company at the time of the transaction.

In September 2025 the University completed the sale of its spinout Oxford Ionics Ltd to IonQ Inc., a leading quantum computing company specialising in trapped-ion technology and quantum networking. The transaction was valued at US\$1.075bn. The definitive acquisition agreement was announced on 9 June 2025.

On 3 November 2025 the Press entered into an agreement to acquire Karger Publishers. The acquisition completed on 3 December 2025. The financial impact of the acquisition cannot be estimated at present, as the allocation of purchase price to fair value of assets has not yet been finalised. As the acquisition occurred after the balance sheet date and does not provide evidence of conditions that existed at 31 July 2025, it is treated as a non-adjusting event under FRS 102 section 32. No adjustments have been made to the financial statements as at 31 July 2025. The financial impact of the acquisition will be reflected in the next reporting period.

There have been no other subsequent events to report for the year ended 31 July 2025.

Notes to the financial statements – continued

40. Access and participation expenditure

	2025			2024
	Pay £'m	Non-pay £'m	Total £'m	Total £'m
Access investment	3.4	3.9	7.3	6.9
Financial support provided to students from under-represented and disadvantaged groups	-	10.8	10.8	10.3
Support for disabled students	0.7	0.2	0.9	0.7
Research and evaluation of access and participation activities	0.6	0.1	0.7	0.6
Total	4.7	15.0	19.7	18.5

Included in access and participation costs are £3.0m of college costs (2024: £2.6m) for activity to support University of Oxford students carried out by the Oxford colleges. These activities are part of the declared Access and Participation Plan to OfS, and reflect the collegiate nature of support to students.

The access investment is expenditure on activities and measures that support the ambitions set out in the University's Access and Participation Plan at <https://academic.admin.ox.ac.uk/app>.

Notes to the financial statements – continued

41. US loans schedule

US Department of Education (USDE) financial responsibility supplemental schedule

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

- prepared under the historical cost convention
- United Kingdom Accounting Standards, including Financial Reporting Standard 102, 'The Financial Reporting Standard applicable in the United Kingdom and the Republic of Ireland' (FRS 102) and the Statement of Recommended Practice (SORP)
- Accounting for Further and Higher Education (2019 edition)
- presented in pounds sterling.

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

Source	Expendable net assets supplemental schedule	UK GAAP accounts	2025		2024	
			£'000	£'000	£'000	£'000
Balance sheet and note 32	Statement of Financial Position – Net assets without donor restrictions	Net assets without donor restrictions	-	4,498,200	-	4,211,800
Balance sheet and notes 30 and 31	Statement of Financial Position – Net assets with donor restrictions	Net assets with donor restrictions	-	2,405,500	-	2,175,700
Note 33	Statement of Financial Position – Related party receivable and related party note disclosure	Secured and unsecured related party receivable	51	-	33	-
Note 33	Statement of Financial Position – Related party receivable and related party note disclosure	Unsecured related party receivable	-	51	-	33
Notes 17, 18 and 19	Statement of Financial Position – Property, plant and equipment, net	Property, plant and equipment, net (includes construction in progress)	2,327,400	-	2,055,900	-
Notes 17, 18 and 19	Note of the Financial Statements – Statement of Financial Position – Property, plant and equipment – pre-implementation	Property, plant and equipment – pre-implementation	-	1,789,451	-	1,810,200
N/A	Note of the Financial Statements – Statement of Financial Position – Property, plant and equipment – post-implementation with outstanding debt for original purchase	Property, plant and equipment – post-implementation with outstanding debt for original purchase	-	-	-	-
Notes 17, 18 and 19	Note of the Financial Statements – Statement of Financial Position – Property, plant and equipment – post-implementation without outstanding debt for original purchase	Property, plant and equipment – post-implementation without outstanding debt for original purchase	-	-	-	-

Notes to the financial statements – continued

41. US loans schedule continued

Source	Expendable net assets supplemental schedule	UK GAAP accounts	2025		2024	
			£'000	£'000	£'000	£'000
Note 17	Note of the Financial Statements – Statement of Financial Position – Construction in progress	Construction in progress	-	392,900	-	245,700
Balance sheet and note 17	Statement of Financial Position – Lease right-of-use assets, net	Lease right-of-use asset, net	145,049	-	45,200	-
N/A	Note of the Financial Statements – Statement of Financial Position – Lease right-of-use asset pre- implementation	Lease right-of-use asset pre- implementation	-	-	-	-
Balance sheet and note 17	Note of the Financial Statements – Statement of Financial Position – Lease right-of-use asset post- implementation	Lease right-of-use asset post- implementation	-	145,049	-	45,200
Note 16	Statement of Financial Position – Goodwill	Intangible assets	-	1,200	-	1,500
Note 16	Statement of Financial Position – Other intangible assets	Intangible assets	-	110,900	-	123,000
Balance sheet and note 29	Statement of Financial Position – Post-employment and pension liabilities	Post-employment and pension liabilities	-	54,700	-	67,000
Notes 26 and 27	Statement of Financial Position – Note Payable and Line of Credit for long-term purposes (both current and long term) and Line of Credit for construction in process	Long-term debt – for long-term purposes	1,237,900	-	1,244,300	-
Notes 26 and 27	Statement of Financial Position – Note Payable and Line of Credit for long-term purposes (both current and long term) and Line of Credit for construction in process	Long-term debt – for long-term purposes pre- implementation	-	1,237,900	-	1,244,300
N/A	Statement of Financial Position – Note Payable and Line of Credit for long-term purposes (both current and long term) and Line of Credit for construction in process	Long-term debt – for long-term purposes post- implementation	-	-	-	-

Notes to the financial statements – continued

41. US loans schedule continued

Source	Expendable net assets supplemental schedule	UK GAAP accounts	2025		2024	
			£'000	£'000	£'000	£'000
N/A	Statement of Financial Position – Note Payable and Line of Credit for long-term purposes (both current and long term) and Line of Credit for construction in process	Line of Credit for construction in process	-	-	-	-
Note 27	Statement of Financial Position – Lease right-of-use asset liability	Lease right-of-use asset liability	145,200	-	45,600	-
N/A	Statement of Financial Position – Lease right-of-use asset liability pre-implementation	Pre-implementation right-of-use leases	-	-	-	-
Note 27	Statement of Financial Position – Lease right-of-use asset liability post-implementation	Post-implementation right-of-use leases	-	145,200	-	45,600
N/A	Statement of Financial Position – Annuities	Annuities with donor restrictions	-	-	-	-
N/A	Statement of Financial Position – Term endowments	Term endowments with donor restrictions	-	-	-	-
N/A	Statement of Financial Position – Life income funds	Life income funds with donor restrictions	-	-	-	-
Balance sheet and note 30	Statement of Financial Position – Perpetual funds	Net assets with donor restrictions: restricted in perpetuity	-	1,391,100	-	1,278,300

Notes to the financial statements – continued

41. US loans schedule continued

Source	Total expenses and losses supplemental schedule	UK GAAP accounts	2025		2024	
			£'000	£'000	£'000	£'000
Statement of Comp Income	Statement of Activities – Total operating expenses (total from Statement of Activities prior to adjustments)	Total expenses without donor restrictions – taken directly from Statement of Activities	-	2,893,900	-	2,790,200
Statement of Comp Income	Statement of Activities – Non-operating (investment return appropriated for spending), investments, net of annual spending gain (loss), other components of net periodic pension costs, pension-related changes other than net periodic pension, changes other than net periodic pension, change in value of split-interest agreements and other gains (loss) – (total from Statement of Activities prior to adjustments)	Non-operating and net investment (loss)	-	44,900		316,800
Statement of Comp Income	Statement of Activities – (investment return appropriated for spending) and investments, net of annual spending, gain (loss)	Net investment gains/(losses)	-	761,500	-	681,100
Not applicable	Statement of Activities – Pension related changes other than periodic pension	Pension-related changes other than net periodic costs	-	-	-	-

Source	Modified net assets supplemental schedule	UK GAAP accounts	2025		2024	
			£'000	£'000	£'000	£'000
Balance Sheet and note 32	Statement of Financial Position – Net assets without donor restrictions	Net assets without donor restrictions	-	4,498,200	-	4,211,800
Balance Sheet and notes 30 and 31	Statement of Financial Position – total net assets with donor restrictions	Net assets with donor restrictions	-	2,405,500	-	2,175,700
Note 16	Statement of Financial Position – Goodwill	Intangible assets	-	1,200	-	1,500
Note 33	Statement of Financial Position – Related party receivable and related party note disclosure	Secured and unsecured related party receivable	51	-	33	-
Note 33	Statement of Financial Position – Related party receivable and related party note disclosure	Unsecured related party receivable	-	51	-	33

Notes to the financial statements – continued

41. US loans schedule continued

Source	Modified assets supplemental schedule	UK GAAP accounts	2025		2024	
			£'000	£'000	£'000	£'000
Notes 16, 17, 18, 19, 20, 21, 22, 23, 24	Statement of Financial Position – Total assets	Total assets	-	9,587,800	-	9,026,800
N/A	Note of the Financial Statements – Statement of Financial Position – Lease right-of-use asset pre-implementation	Lease right-of-use asset pre-implementation	-	-	-	-
N/A	Statement of Financial Position – Lease right-of-use asset liability pre-implementation	Pre-implementation right-of-use leases	-	-	-	-
Note 16	Statement of Financial Position – Goodwill	Intangible assets	-	1,200	-	1,500
Note 33	Statement of Financial Position – Related party receivable and related party note disclosure	Secured and unsecured related party receivable	51	-	33	-
Note 33	Statement of Financial Position – Related party receivable and related party note disclosure	Unsecured related party receivable	-	51	-	33

Source	Net income ratio	UK GAAP accounts	2025		2024	
			£'000	£'000	£'000	£'000
Balance Sheet and note 32	Statement of Activities – Change in net assets without donor restrictions	Change in net assets without donor restrictions	-	286,400	-	732,900
Statement of Comp Income and notes 2, 3, 4, 5 and 6	Statement of Activities – (Net assets released from restriction), total operating revenue and other additions and sale of fixed assets, gains (losses)	Total revenue and gains	-	2,662,700	-	2,617,300



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