London Business School

Financial Statements

2023–2024

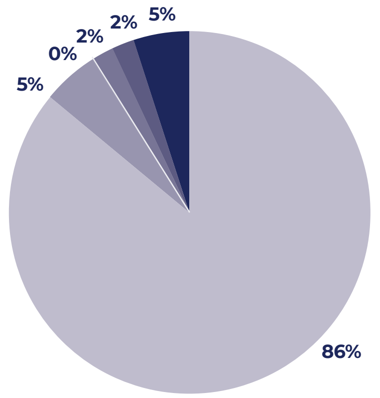
Contents

Summary of Financial Highlights

CONSOLIDATED

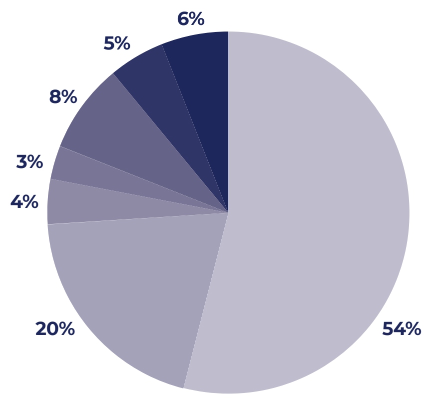
	2024 £'000	2023 £'000
INCOME		
Academic fees	180,724	166,351
Funding Council grants	11,325	11,885
Research grants and contracts	550	1,005
Other income	4,874	3,268
Investment income	3,731	1,627
Donations and endowments	9,931	11,318
Total income	**211,135**	**195,454**
EXPENDITURE		
Staff costs	104,538	97,259
External teaching and teaching support	39,223	35,973
Marketing	7,994	6,366
Technology	5,617	5,281
Premises and utilities	14,914	15,590
Catering and accommodation	10,010	9,737
Other overheads (including tax)	10,587	8,128
Total operating expenditure	**192,883**	**178,334**
Operating surplus	**18,252**	**17,120**
Depreciation	(9,817)	(10,572)
Interest and other finance costs	(3,177)	(4,034)
Share in associate / joint venture	(34)	41
Gain on investments	7,234	1,707
Actuarial gain in respect of pension schemes	40,878	14,188
Total comprehensive income for the year	**53,336**	**18,450**
BALANCE SHEET		
Non-current assets (excluding investments)	320,479	311,674
Non-current investments	67,550	59,890
Other current assets	77,743	75,407
Current liabilities	(87,920)	(82,462)
Long-term liabilities	(86,091)	(86,082)
Provisions	-	(40,002)
Net assets	**291,761**	**238,425**
Represented by:		
Endowment reserve	67,505	59,591
Expendable reserve	2,045	2,792
Restricted reserve	21,680	19,314
Unrestricted reserve – including non-controlling interests	73,250	29,447
Revaluation reserve	127,281	127,281
	291,761	**238,425**

INCOME 2024



- Academic fees
- Funding Council grants
- Research grants and contracts
- Other income
- Investment income
- Donations and endowments

EXPENDITURE 2024



- Staff costs
- External teaching and teaching support
- Marketing
- Technology
- Premises and utilities
- Catering and accommodation
- Other overheads (including tax)

Statement from the Chair and the Dean

Statement from the Chair

It is with great pride and a sense of responsibility that I have now overseen my first full academic year as Chair of Governing Body. London is one of the most multi-cultural, vibrant cities in the world. It commands one of the leading financial centres serving global business, is a capital of creative industries and a magnet for start-up enterprises. Anchored on its location, London Business School offers its students and participants of its executive programmes a unique experience and insights into doing business globally. Furthermore, 2024 marks a particularly exciting milestone as we celebrate the 60th anniversary of the School.

As demonstrated by the financial performance laid out in this Annual Report, we are building a strong and sustainable School with notable successes across executive and degree education, having welcomed over 13,500 students and participants onto our London and Dubai campuses, winning awards reflecting the strength of our corporate partnerships and reaching top ten ranking positions across all ranked programmes. In particular, we were delighted that the Financial Times Global MBA ranking report placed London Business School back in the Top 10 of global business schools, at number eight.

An even stronger operating performance in 2023/24 permits us to invest into the provision of scholarships to attract the best and brightest students from around the world and faculty research. During the year, we continued to strengthen our position in the Middle East, leveraging our campus in Dubai. With our LBS brand and programme offerings, we remain well positioned to benefit from expanding markets in particular, in the Middle East, Indian subcontinent and Asia.

We announced in September 2023 that Dean François Ortalo-Magné was stepping down at the end of the academic year and I thank Dean François for his leadership over the previous seven years. Professor Sergei Guriev was appointed as successor and took over on 1 August 2024. Prior to this, he was Provost and Professor of Economics at L'Institut d'études politiques de Paris (Sciences Po). I look forward immensely to working with him over the coming years and building on the success of Dean François.

In my role, I am supported by an extremely capable Governing Body whose careers span many continents. I am grateful to my fellow Governors for their contributions and advice in helping to establish robust strategies and plans to affirm London Business School as one of the very best global business schools. I also wish to recognise the faculty and staff for their skills and hard work in ensuring the School remains in the top tier for its second sixty years. We are all working together in support of the School's ambition.

Dr David Pyott CBE
Chair of Governing Body
London Business School
26 November 2024

Statement from the Dean

I am excited, honoured and humbled to have been chosen as the new Dean of London Business School. Since I started on 1 August I have welcomed the new intake of students, established my new Senior Management Team and have participated in our Worldwide Alumni Celebrations in London, Dubai and New York to mark the major milestone of our first sixty years and to look forward to our second sixty.

London Business School's purpose is to have a profound impact on the way the world does business and the way business impacts the world. Through excellence in academic research and teaching we provide rigorous life-long learning to our global community from our London and Dubai campuses.

Five-Year Plan

In 2022, building on all that was learned and achieved during the pandemic, the School embarked on a new Five-Year Plan with the objective of amplifying its impact, affirming its global pre-eminence and striving towards its vision of an engaged community walking the learning journey together.

Statement from the Chair and the Dean
continued

The Five-Year Plan focuses on three imperatives:

1. Invest in the talent of our employees and contributors;
2. Transform digitally and simplify how we work to make it easier to connect with LBS;
3. Push for environmental and financial sustainability.

That will allow us to:

4. Drive high-quality learning experiences;
5. Position LBS as a transformational partner;
6. Offer coherent, deeper and stronger connection.

The School faces a challenging context of intense competition especially from top-ranked US business schools, macro-economic weakness within its primary markets including the UK, and geo-political tensions and conflicts.

Within the framework defined by the Plan, the School is taking the following mitigating actions:

We are fast-forwarding innovations in our degree programmes and executive education offerings. We are launching the One Year MBA and making improvements to our Executive MBA curriculum. We are promoting the diversity of our students, faculty and board and expanding the ESG content of our curriculum.

We are investing in our partnerships with Indian and Chinese business schools and preparing a new Middle East Strategy. Our transformational Forever Forward fundraising campaign includes a key Scholarships pillar to provide access to our programmes to students from emerging markets.

Two years into the Five-Year Plan
In the first two years of the Five-Year Plan, the School achieved significant progress against each of the Plan's initiatives including:

Embedding the reduction of the teaching load of research faculty members and new processes in support of the growth of professional staff with significant impact on the number of internal promotions and extending the breadth and depth of data analysis talent across the School. This has resulted in an increase in the FT Rankings of our research output, significantly outperforming our historical average.

Continuing to focus on our technology transformation by re-platforming our website and progressing against the National Institute of Standards and Technology (NIST) Cyber Security Framework in support of significant progress to the School's cyber security maturity.

Completing a comprehensive review of our Scope 1, 2 and 3 carbon emissions for the first time, and announced a commitment to Net Zero on Scope 1 and 2 by 2040 and Scope 3 by 2050.

This has allowed us to:

Implement new learning experiences for our students and executive education, including new content relevant to sustainability issues.

Bring in new talent to amplify our faculty's research and thought leadership and enhance its relevance to our community.

Provide new services and tools in support of our alumni careers and achieve over £81 million in commitments for our £200 million fundraising Campaign, Forever Forward.

Looking forward to Year Three
The School emerges from Year Two of its Five-Year Plan confident in its ability to innovate and transform in service of its students, participants, corporate clients and alumni community. We are ready to deliver on Year Three priorities and initiatives including:

For faculty, investing in our research technology infrastructure, building on the Pre-doctoral Researcher Programme and Post-doctoral Researcher programme and reducing administrative demands on senior faculty. For staff, decreasing turnover with expanded career development opportunities and employee activities including Festival of Growth, an event designed to inspire, engage and empower staff as they explore their growth at the School.

Implementing a new finance eco-system including new software and financial management, and proceeding with next steps of our technology roadmap including Aware to Admit, a project to review and re-develop the digital customer experience for prospective students and open executive education participants from point of interest to entry onto the programmes.

Publishing our scope 1, 2 and 3 Emissions Report and ambition towards a comprehensive sustainability manifesto and strategy.

Allowing us to deliver:

Innovation and renewal of our offerings in the MBA and Executive MBA markets as well as new open and online options for executives and alumni, furthering ever-expanding partnerships with corporate clients and growing our executive education.

Improved and increased services to our alumni with learning opportunities and career services and events.

A new international strategy, in particular partnerships with Indian and Chinese business schools and a new degree education and executive education strategy in the Middle East.

Completion of ongoing infrastructure projects (most importantly, renovation of the Plowden building on the Sussex Place campus) and the launch of new infrastructure projects (in particular, the Taunton building).

2023/24 Performance

Overall, the School achieved financial performance ahead of budget, generating extra investment capacity to accelerate progress along the Plan while maintaining the world-class outcomes expected by our students, executive education participants and corporate clients, and inspiring donors.

Degree Education

The School welcomed 1,550 new students across its 2023/24 intakes. Of these, 460 were awarded scholarships, a testament to the generosity of the School's alumni and friends, and our mutual commitment to further enhance the quality and diversity of our global community.

Amongst many highlights, the MBA Class of 2024 achieved a mix of 43% female students, a record for LBS, and a further step on the road to gender parity.

The academic year concluded with the graduation of 1,567 students from our MBA/MSc programmes, the majority of whom participated in three days of moving congregation ceremonies and receptions in early July.

Global Experiences continue to be a highlight of the student experience, with 1,500 students participating in faculty-led immersive courses in 23 different cities around the world. We continued to develop our teaching and learning in the area of sustainability and ESG with a higher proportion than ever of core courses containing significant ESG content, and a constantly evolving portfolio of innovative and transformative ESG electives.

From the 2023 graduating classes, a record 943 students sought employment on graduation from our full-time programmes and, despite the worst employment market in a generation, more than 90% received an offer of employment within three months of graduation. This is testament to the quality and hard work of our graduating students and the world-class professionals in the LBS career centre, which serves both current students and alumni.

The School rebounded into the top ten of the Financial Times MBA rankings, taking the number eight place, and allowing us to end the financial year with all of our programmes placing in the top ten of all major rankings, and the school once again achieving number two placing in the FT European Business School rankings. Particularly gratifying were the very high ratings received from alumni of all programmes regarding their experiences at LBS, and the extent to which their programme had allowed them to achieve their aims and career goals.

Executive Education

The Executive Education team worked with the School's faculty and global ecosystem of learning partners to deliver a new high in revenue of £63.2m, welcoming over 12,000 participants in person and online throughout the year. Many new relationships with client corporations were initiated in the UK, Europe, the Middle East and Asia.

Executive Education's reputation remained strong, ranking #2 in the world for LBS Open Enrolment

Statement from the Chair and the Dean *continued*

Programmes and #7 for Custom Programmes. The business was also recognised for the impact of the partnerships it nurtures and the custom programmes it co-creates and delivers with an European Foundation for Management Development (EFMD) Excellence in Practice award for its work with ADQ, an Abu Dhabi-based investment and holding company.

Throughout the year, Executive Education maintained a high standard of delivery, achieving an average Net Promoter Score (NPS) for open programmes of +75, with an average overall programme satisfaction score of 4.5 out of 5. Custom programmes achieved an average NPS of +81 with an average overall programme satisfaction score of 4.6 out of 5.

Forever Forward campaign

The £200m Forever Forward fundraising campaign continues to inspire the LBS community to share in our future ambition, and we closed the year having reached £81.2m against our total target. The commitment and support of our Campaign Leadership Board has been a particular highlight, with alumni and donors hosting events, making connections around the globe, and encouraging others to invest in the School's future.

Forever Forward aims to amplify our impact on the world, by investing in more sought-after scholarships, our leading faculty and their research, a world-class learning environment, and the innovation agenda that will ensure the School continues to adapt and contribute to the most pressing questions of today and tomorrow.

By the end of the 2023/24 academic year, the campaign had achieved over 75% of its target toward innovation. This result was enhanced by a special appeal that honoured our outgoing Dean François Ortalo-Magné, with funds directed toward the transformation agenda for which he was particularly passionate. Support of scholarships and the School's endeavour to welcome the very best students regardless of their socio-economic background also continues to inspire significant funding from alumni and the wider supporter community.

The Fundamentals

Research

We strive to anchor all our activities in academic research and the contributions of our faculty. This is true for the learning experiences and engagements we offer but also our own operations. This has led to a number of awards and accolades for LBS research over the year for example, Prof Alex Edmans and Prof Elias Papaioannou were appointed Fellows of the British Academy; Dr Aharon Cohen-Mohliver's research was the winner of the 2024 Award for Responsible Research in Management; and research by Prof Kamalini Ramdas was Highly Commended in the 2024 Responsible Business Education Awards.

From our PhD programme, 19 students graduated and took up placements at The Wharton School, Chicago Booth, Yale, INSEAD, Hong Kong, Tilburg, Singapore, Arizona, Peking, NYU and the Norwegian Business School. The School welcomed 14 new students into the PhD Programme.

Our faculty were awarded £2.7m in total grant income from the European Research Council and the Economic and Social Research Council. We are trialling a centrally-funded pre-doctoral programme and welcomed four researchers in October 2023 to Accounting, Finance, Organisational Behaviour and Strategy & Entrepreneurship.

The Research Institutes remain a cornerstone of the School's support for interdisciplinary research and a prime vehicle for faculty, students, and alumni to connect with the business and policy-making community to address current economic and social global challenges. In particular, The Wheeler Institute for Business and Development continues to create impact by identifying the key global challenges, applying business insights to help meet these challenges and forging communities of learning and practice to implement large-scale and enduring change.

Diversity, Inclusion and Belonging

Throughout 2023/24 academic year we have been continuing to create a community where all can belong and thrive. This year we have focused our efforts on foundational elements of Diversity, Inclusion and Belonging (DIB) and continuing with the recommendations from the National Equality Standard and progress towards our Equality Priorities. More detail on our progress can be found in the annual DIB report here.

Key achievements in 2023/24 includes elevating our family leave policies by introducing two additions to our suite of family-related policies. Firstly, Fertility Treatment Leave providing dedicated time-off for individuals navigating fertility treatment and attending crucial appointments. Secondly, Pregnancy Loss Leave providing dedicated time-off for pregnancy loss up to the 24th week, embracing both parents. These policies create a nurturing environment for our community.

Think at LBS has published articles over the past year that showcases thought leadership and ringing valuable insights into our community's stories. The School's faculty and PhD students also continue to publish academic research exploring different dimensions of DIB and its profound impact on the world of business and beyond.

LBS continues to be committed to enhancing the diversity of our student body, and actively support underrepresented groups in business education through scholarships. An example of this commitment is that through our Forever Forward campaign we have raised £37.6 million (as of July 2024) for scholarships. We have expanded our Laidlaw Women's Leadership scholarship as well as introduced and enhanced our other financial support schemes.

Engaging our alumni community

Our global network continues to flourish. In 2023/24 we crossed the threshold of 54,000 alumni living in more than 165 countries. During this period, we launched the Forever Learning initiative to broaden the opportunity for our truly global community to engage with the School. The Forever Learning platform provides alumni with access to a variety of LBS proprietary content that was previously unavailable. In late Autumn 2023, the offer was expanded to include registration for in-person electives on our London campus. Alumni once again returned to the classrooms of which they were so fond, and for added flexibility, we piloted online course cohorts exclusively for alumni.

In October 2023, our annual Worldwide Alumni Celebration (WAC) was hosted in 63 cities, culminating in flagship events in London, New York, Dubai and Hong Kong. In São Paulo, Riyadh and San Francisco we combined our WACs with our final round of Forever Forward fundraising campaign launches. In February 2024, our Gulf Association held its second Middle East Conference in Dubai, themed 'Innovating Forward.' An impressive lineup of speakers included His Excellency Mohamed Alabbar and His Excellency Issam Kazim. The following day we launched our first-ever reunion in the region, now a key part of our annual flagship event programme, further strengthening the School's visibility in the Middle East.

In March 2024, we welcomed over 500 recent graduates back to campus for our Reunion for New Alumni event, transforming the North Building on the Sussex Place campus, to highlight multiple ways in which alumni can continue their engagement with LBS and with one another. In May, we joined forces for the second year running with Executive Education for Festival of Minds, bringing reunion alumni together for a packed agenda of talks from faculty and business leaders, alongside career coaching sessions and alumni panels.

In 2023/24, we placed greater emphasis on alumni volunteers. Notable achievements include our Club Leaders Conference where 60 global volunteers convened. We also increased our support for class leads through an engagement strategy including a series of well-attended quarterly webinars. Over 30 class reunion celebrations were held during the Festival of Minds, all led by volunteers. We continue to collaborate with the Alumni Council – a key group of senior volunteers – with the launch of the Alumni Pledge and the Alumni Council Honours, two achievements of which we are particularly proud.

Finally, we enhanced our alumni communications by focusing on our email newsletters. We've refined the content and consistency, improving both format and personalisation, leading to higher engagement. One additional focus has been curating a comprehensive list of alumni events on London.edu that we feature in our monthly Events

Statement from the Chair and the Dean
continued

newsletter. These efforts have made it much easier to find out what is happening at the school and how alumni can participate, strengthening our alumni community's connection with LBS and each other.

And finally, ...

These are the first set of Financial Statements I am signing as Dean of London Business School. I would like to thank my predecessor François Ortalo-Magné for steering the School through another successful financial year and for seven years of outstanding contribution to the School during his two mandates as Dean. I am most grateful to all my colleagues and the School's Governors, alumni and friends for their welcome and support since taking the helm of London Business School and its global community.

Professor Sergei Guriev

Dean
London Business School
26 November 2024

Corporate Governance statement

The School is committed to exhibiting best practice in all aspects of corporate governance. This summary describes the manner in which the School's Governing Body has adopted the voluntary Higher Education Code of Governance published by the Committee of University Chairs in September 2020. The School's practices are consistent with the provisions of the code.

The School's Advancement team continues to focus on building relationships with its wider stakeholder community and driving its fundraising activity. No fundraising is outsourced to, or delivered by, third party agencies. The School takes seriously the rights and privacy of its alumni community, friends and organisational donors. It conducts a number of appeals throughout the year, all of which have a clear mechanism for opting out. It does not undertake any form of fundraising with the general public. The School is registered with The Fundraising Regulator in the UK. During the 2023/24 financial year there were no failures to comply with the standards set out by The Fundraising Regulator and no serious complaints were received.

The School's Governing Body is ultimately responsible for the School's system of internal control and for reviewing its effectiveness. Such a system is designed to manage rather than eliminate the risk of failure to achieve business objectives and can only provide reasonable and not absolute assurance against material misstatement or loss.

The School's Governing Body comprises lay and academic persons and a student association representative, appointed under the statutes of the School, the majority of whom are non-executive. Vacancies for non-executive members of the Governing Body are advertised publicly and the recruitment procedure takes full account of the School's equality and diversity policies. The role of Chair of Governing Body is separated from the role of the School's chief executive, the Dean. The role of Treasurer is undertaken by the Chief Financial Officer. The matters specifically referred to the Governing Body for decision are set out in the statutes of the School. As is the custom, and under the Terms and Conditions of Funding for Higher Education Institutions issued by the Office for Students, the Governing Body holds itself responsible for the ongoing strategic direction of the School. It approves major developments and receives regular reports from executive officers on the day-to-day operations of the School's business and its associated companies.

The Governing Body met five times during the 2023/24 financial year. It has four committees: an Audit and Risk Committee, a Finance Committee, a Governance and Nominations Committee and a Remuneration Committee. All of these committees are formally constituted with terms of reference and comprise mainly lay members, one of whom is Chair.

The Audit and Risk Committee's role in corporate governance is to provide a high-level review of the internal control arrangements of the School and report on this to the Governing Body. It meets at least three times annually with internal auditors and at least once a year with external auditors to discuss audit findings and recommendations for the improvement of the School's system of internal control, together with management's responses and implementation plans. It also receives and considers reports from the Office for Students as they affect the School's business, and monitors adherence to the regulatory requirements, (which includes ensuring funds have been properly applied in accordance with relevant regulation or legislation). Senior executives attend meetings of the Audit and Risk Committee, but are not members of the Committee. At the end of each meeting, the Committee meets the external and internal auditors without senior executives being present for independent discussions.

The Finance Committee recommends the School's annual budget to the Governing Body, monitors performance in relation to the approved budgets, oversees the School's debt and investment portfolio and strategy and advises the Governing Body on the effect of strategic decisions on the financial health of the School. The Committee seeks assurance that the financial resources of the School meet its present and future needs.

Corporate Governance statement *continued*

The Governance and Nominations Committee is responsible for making recommendations on the membership of the Governing Body and its committees and for advising the Governing Body on the operation and effectiveness of its corporate governance arrangements.

The Remuneration Committee determines the annual remuneration of senior staff, including the Dean.

The Governing Body is satisfied that there is an ongoing process for identifying, evaluating and managing the School's significant risks, that it has been in place for the year ended 31 July 2024 and up to the date of approval of the financial statements, that it is regularly reviewed by the Governing Body and that accords with the internal control guidance for directors on the Combined Code as deemed appropriate for higher education.

Senior management receive reports setting out key performance and risk indicators and consider possible control issues brought to their attention by early warning mechanisms embedded within the operational units. Managers are required to identify and assess risks in their operational units as part of the corporate planning process.

The Dean and the Audit and Risk Committee also receive regular reports from the internal audit services including recommendations for improvement. The Internal Auditors have not reported any significant findings from the audit work which they carried out during the year.

The Audit and Risk Committee's role in the area of risk management consists of a high-level review of the arrangements for internal control and the consideration of reports from senior management on risk and control. The Governing Body's agenda also includes a regular item for consideration of risk and control and receives reports thereon from senior management and the Audit and Risk Committee. The emphasis is on obtaining the relevant degree of assurance and not merely reporting by exception.

At its July 2024 meeting an assessment for the year ended 31 July 2024 was carried out by the Governing Body upon receipt of documentation from senior management and the Audit and Risk Committee. At the meeting held in November 2024, further assurance on risk and control was given to the Governing Body by senior management and the Audit and Risk Committee to enable the annual assessment for the year ended 31 July 2024 to take place. This assessment took into account events since 31 July 2024.

The Governing Body has approved management's assessment of the risks to which the School is exposed. This assessment has identified the types of risk, prioritising them in terms of potential impact and likelihood of occurrence. As part of the School's risk management process the Governing Body, through its Audit and Risk Committee, has ensured that internal controls are in place, and has satisfied itself that these controls are currently adequate to manage and reduce the risks identified.

Reviewing risk is an ongoing part of the governance of the School. Assessing the risks, managing the risks and ensuring that adequate internal controls are in place will continue to be an ongoing priority of the School's management team and the Governing Body.

The Corporate Governance statement applies throughout the 2023/24 financial year and up to the date of approval of the financial statements.

Statement of Internal Control

The Governing Body is responsible for maintaining a sound system of internal control that supports the achievement of policies, aims and objectives, whilst safeguarding the public and other funds and assets for which the Governing Body is responsible, in accordance with the responsibilities assigned to it in the School's Charter and Statutes and the Office for Students (OfS) Terms and Conditions of Funding for Higher Education Institutions and the Terms and Conditions of the Research England Grant.

The system of internal control is designed to manage rather than eliminate the risk of failure to achieve policies, aims and objectives; it can therefore only provide reasonable and not absolute assurance of effectiveness.

The system of internal control is based on an ongoing process designed to identify the principal business, operational, compliance and financial risks; to evaluate the nature and extent of those risks; and to manage them efficiently and effectively. This process was in place for the year ended 31 July 2024 and up to the date of the approval of the financial statements, and accords with OfS guidance and there were no significant control weaknesses that should be disclosed.

The Governing Body has responsibility for reviewing the effectiveness of the system of internal control. The following processes have been established:

- The Governing Body considers the plans and strategic direction of the School on an annual basis.
- The Audit and Risk Committee independently reviews the effectiveness of internal control systems and the risk-management process.
- The Governing Body receives periodic reports from the Audit and Risk Committee concerning issues of risk, internal controls and their effectiveness.
- The Audit and Risk Committee reports to Governing Body its findings in respect of the effectiveness of the risk-management process.
- The Audit and Risk Committee receives regular reports from the Internal Auditors, which include the internal auditors' independent opinion on the adequacy and effectiveness of internal control and risk management with recommendations for improvement.
- The Management Board is responsible for approval and in-year review of the School's corporate risk register.
- The Senior Management Team is responsible for monitoring the effectiveness of the mitigating actions set out in the register.
- The School has developed a suite of key performance indicators (KPIs), allowing the Governing Body to monitor progress towards the achievement of strategic objectives.

The Governing Body's review of the effectiveness of the system of internal control is informed by the work of the internal auditors.

The Governing Body's review of the effectiveness of the system of internal control is also informed by the work of the senior management and the risk owners within the School, who have responsibility for the development and maintenance of the internal control framework, and by comments made by the external auditors in their management letter and other reports.

The Internal Control statement applies throughout the 2023/24 financial year and up to the date of approval of the financial statements.

Statement of the Governing Body's responsibilities

The Governing Body is responsible for preparing the financial statements in accordance with the Terms and Conditions of Funding for Higher Education Institutions issued by the Office for Students and applicable law and regulations.

The Governing Body is required to prepare group and parent School financial statements in accordance with UK accounting standards and applicable law (UK Generally Accepted Accounting Practice), including FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland. The Terms and Conditions for Funding of Higher Education Institutions further requires the financial statements to be prepared in accordance with the 2019 Statement of Recommended Practice – Accounting for Further and Higher Education. The Governing Body is required to prepare financial statements that give a true and fair view of the state of affairs of the group and parent School and of their income and expenditure, gains and losses and changes in reserves for that period.

In preparing each of the group and parent School financial statements, the Governing Body or the directors are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- assess the group and parent School's ability to continue as a going concern, disclosing, as applicable, matters related to going concern; and
- use the going concern basis of accounting unless they either intend to liquidate the group or the parent School or to cease operations, or have no realistic alternative but to do so

The Governing Body is responsible for keeping adequate accounting records that are sufficient to show and explain the parent School's transactions and disclose with reasonable accuracy at any time the financial position of the parent School and enable them to ensure that its financial statements comply with relevant legislation and other relevant accounting standards. They are responsible for such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error, and have general responsibility for taking such steps as are reasonably open to them to safeguard the assets of the group and to prevent and detect fraud and other irregularities.

The Governing Body is responsible for the maintenance and integrity of the corporate and financial information included on the School's website. Legislation in the UK governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

BY ORDER OF THE GOVERNING BODY

Richard Frost
Secretary
26 November 2024

Public Benefit statement

London Business School was incorporated by Royal Charter on 8 July 1986. It was granted exempt charity status by the Exempt Charity Order 1996 in force from 1 August 1996. The School's Governing Body has had due regard to the Charity Commission's guidance on public benefit and has taken reasonable steps to ensure that this guidance has been considered in the activities undertaken by the School to deliver its charitable purposes.

The objects of London Business School as set out in its Royal Charter are "to advance education and learning in business and management studies and such other fields as may from time to time be decided upon by the School and to carry out research in said fields of knowledge and learning and publish the useful results of such research".

London Business School's aim is to ensure that its student body is balanced and diverse in terms of background and experience, with all the educational and cultural benefits that this brings. Applications are encouraged from all those with the motivation and academic ability to thrive at the School, whatever their background.

As set out in its Corporate Plan for the five year period to 2026/27 the School is committed to generating endowment and expendable income through fundraising activity to create student scholarships, with the ultimate goal of ensuring that no potential student is prevented from applying for a place on its programmes for financial reasons.

A range of scholarships and bursaries are currently available to degree programme students including specific financial needs bursaries.

The School invests in a Financial Aid function to assist prospective students identify the most suitable form of loan financing.

The School invests in a PhD programme in order to provide a continuing supply of Faculty and to continue to develop management education.

The research produced by the School's Faculty is published in publicly available academic journals and is made available through LBS Research Online, the School's Open Access repository. Working papers by Faculty are also freely available on the School's website. The results of the research carried out by Faculty are disseminated through a series of conferences, seminars, publications and other outreach activities, funded by the School's own resources and its allocation from Research England's Higher Education Innovation Fund.

Treasurer's report

Financial sustainability and going concern

The School has delivered another strong set of results , a strong liquidity position and significant headroom on its funder covenants while continuing to invest in the development of the School, its estate, technology and five year plan. The School's investments and pension provisions have been positively impacted by the move in interest rates. The School continues to benefit from School cash balances being invested at higher rates (on average over 4%) compared to interest payable on the School's private placement which was secured at low fixed rates (weighted average below 2.5%). These have resulted in a significant increase in reserves, from £238 million to £291 million.

The School continues to benefit from the £40m revolving credit facility provided by its bankers to assist with potential short term liquidity requirements. The School has not needed to use the RCF. The School is satisfied it has sufficient liquidity and adequate headroom for it to continue to operate for the foreseeable future.

The existing 10 year facility expired on 31 July 2024. During July 2024, the School agreed a new revolving credit facility with significantly improved covenants reflecting funder confidence in the School, our strong financial results and plans. The School considers it appropriate to adopt the going concern basis in preparing the financial statements. In making this evaluation the School has:

- Prepared detailed financial forecasts and estimates of income, expenditure and cash flows for the period to 31 July 2026, sensitised to reflect uncertainties on the financial impact of global geopolitical and economic factors.
- Prepared a high-level forecast of income, expenditure and cash flows for the period to 31 July 2029.
- Calculated and reviewed debt covenants based on the forecasts for the five year period from the balance sheet date, to ensure that these will not be breached under the current 5 year forecast.
- Considered the liquidity position of the School, ensuring sufficient headroom is available under the facilities currently in place, and taking account of the long-term funding.

Governing Body has determined that the actions the School's management has taken are sufficient to mitigate the potential uncertainty. Governing Body has a reasonable expectation the School has adequate resources to continue to operate for the foreseeable future and will have sufficient funds to meet its liabilities as they fall due over a period of at least 12 months from the date of approval of these financial statements.

Scope of the financial statements

The consolidated financial statements are prepared in accordance with applicable accounting standards and comprise the results of London Business School and its subsidiaries.

London Business School is the parent of London Business School Trading Company Limited and London Business School Trust Company Limited (a dormant company). London Business School Trust Company Limited is the parent of London Business School Anniversary Trust ('the Trust'), which in turn is the parent of Centre for Management Development Company Limited ('CMD'). The consolidated financial statements are referred to as the School's financial statements throughout.

CMD undertakes activities that are more appropriately channelled through a limited company and donates profits to the Trust under gift aid. The Trust in turn donates money to the School to support investment in faculty, research, technology, estates and fundraising. The financial statements of the Trust have been prepared under the relevant Statement of Recommended Practice "Charities SORP (FRS 102)" issued in 2019 and the Charities Act 2011.

Results for the year

A summary of the School's results for the year to 31 July 2024 is as follows:

	2024 £'000	2023 £'000
Income	211,135	195,454
Operating expenditure	(192,883)	(178,334)
Operating surplus	**18,252**	**17,120**
Depreciation and amortisation	(9,817)	(10,572)
Interest and other finance costs	(3,177)	(4,034)
Share of (loss) / gain in associate	(34)	41
Gain on investments	7,234	1,707
Pension fund actuarial gain	40,878	14,188
Total comprehensive income for the year	**53,336**	**18,450**

Income in the year increased from £195 million to £211 million. Fees from Degree programmes grew from £110 million to £115 million; Executive Education continues to perform strongly with its best ever year, Open programme revenues increased from £25 million to £30 million; and Executive Education Custom programme revenues increased from £29 million to £33 million. Income from other sources including Funding body grants, research grants, investments and catering increased from £20 million to £23 million. Cash from donations reduced from £11 million to £10 million.

Operating expenditure in the year increased by £15 million in line with the revenue growth , as well as inflationary and salary cost increases and investment in the School's five year plan, reflecting the School's desire to invest in our faculty and staff. Expenditure also reflects increased investment in the School supporting our strategic Five Year Plan.

The School commissions a professional valuation performed by an external firm of chartered surveyors on a five yearly basis, with an internal fair value assessment conducted on an annual basis between the external valuations. The latest professional valuation of the property portfolio as at 31 July 2022, performed by Savills, was £255 million. The School has considered the value of the properties as at 31 July 2024 in conjunction with the Savills report, the performance of its landlord, the Crown Estate, and their evaluation of their property portfolio and market, and reports from industry experts. While the evaluation recognised improvements in the market a prudent approach has been taken. The conclusion is that no change is required to the carrying value of the properties as at 31 July 2024.

The School is continuing to invest in its technology and estates infrastructure including its estates masterplan.

Cash and borrowings

The School has long-term funding of £85 million under a private placement agreement with MetLife and Legal & General. Interest payable on the private placements is at a fixed rate secured when interest rates were more favourable.

The School had access to a £40 million revolving credit facility which expired on 31 July 2024. During July 2024, a new revolving credit facility with significantly improved covenants was agreed with an expiry date of July 2031. Both facilities were undrawn at 31 July 2024.

As at 31 July 2024, the School held an actual cash balance of £59 million compared with an opening cash balance of £60 million, which is an indication of the School's strong liquidity. Cash balances have been effectively managed generating £2.9 million in year.

Investments

The School's investment portfolio is managed by an external fund manager, BlackRock Asset Management. The School also invests in a student loan funding scheme, Prodigy Finance.

The market value of the investment portfolio at the year-end was £67 million compared with £59 million at the last year end reflecting investment of endowment donations, capital distribution and net gain on revaluation in the year.

Treasurer's report *continued*

Pensions

The School participates in two open pension schemes, USS and a defined contribution scheme provided through Scottish Widows.

The USS pension provision as at 31 July 2024 is calculated in line with the 2023 triennial actuarial valuation plan. The USS and SPS pension provisions as at 31 July 2024 were £nil, reflecting a decrease of £41 million, improving the School net asset position by a similar amount. The FRS 102 calculation of the SPS pension fund indicated a small surplus, but this has been capped to no surplus nor loss.

Reserves

Reserves have increased from £238 million to £292 million. The unrestricted reserve increased by £44 million due to the large decrease in the pension provisions, positive operating results and effective management of cash balances, offset by depreciation and amortisation costs, and interest costs. The endowment and restricted reserves increased by £9 million due to new donations and a market gain on investments.

Joyce Bill
Chief Financial Officer and Treasurer
26 November 2024

Independent auditors' report to the Governing Body of London Business School (the "School")

Opinion on the financial statements

In our opinion, the financial statements:

- give a true and fair view of the state of the Group's and of the School's affairs as at 31 July 2024 and of the Group's and the School's income and expenditure, gains and losses, changes in reserves and of the Group's and the School's cash flows for the year then ended; and
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice.

We have audited the financial statements of London Business School ("the School") and its subsidiaries ("the Group") for the year ended 31 July 2024 which comprise the Consolidated and School Statement of Comprehensive Income and Expenditure, Consolidated and School Statement of Changes in Reserves, Consolidated Balance Sheet, School Balance Sheet and Consolidated Cash Flow, accounting policies and notes to the financial statements. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) ("ISAs (UK)") and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Independence

We are independent of the Group and the School in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements.

Conclusions relating to going concern

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

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

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

Other information

The Governing Body is responsible for the other information. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

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

We have nothing to report in this regard.

Independent auditors' report to the Governing Body of London Business School (the "School")

continued

Opinion on other matters required by the Office for Students ("OfS") and UK Research and Innovation (including Research England)

In our opinion, in all material respects:

- Funds from whatever source administered by the School for specific purposes have been properly applied to those purposes and managed in accordance with relevant legislation.
- Funds provided by the OfS and UK Research and Innovation (including Research England) have been applied in accordance with the relevant terms and conditions
- The requirements of the OfS's Accounts Direction (OfS 2019.41) have been met.

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

- The School's grant and fee income, as disclosed in note 3 to the accounts, has been materially misstated.

Responsibilities of the Governing Body

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

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

Auditor's responsibilities for the audit of the financial statements

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

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

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

Non-compliance with laws and regulations

Based on:

- Our understanding of the Group and the sector in which it operates;
- Discussion with management and those charged with governance;
- Obtaining and understanding of the Group's policies and procedures regarding compliance with laws and regulations; and
- Direct representation from the Accountable Officer

we considered the significant laws and regulations to be the UK Generally Accepted Accounting Practice and UK tax legislation.

The Group is also subject to laws and regulations where the consequence of non-compliance could have a material effect on the amount or disclosures in the financial statements, for example through the imposition of fines or litigations. We identified such laws and regulations to be compliance with the ongoing conditions of registration with the Office for Students.

Our procedures in respect of the above included:

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

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

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

Based on our risk assessment, we considered the areas most susceptible to fraud to be posting of inappropriate journal entries and deferral of tuition fee income.

Our procedures in respect of the above included:

- Testing a sample of journal entries throughout the year, which met a defined risk criteria, by agreeing to supporting documentation. We also selected a sample of journals on an unpredictability basis which are not meeting the defined risk criteria and agreed these back to supporting documentation; and
- We performed a proof in total to confirm the completeness of deferred income, alongside other tests that confirmed the accuracy of the underlying data used in the calculation. We also tested the existence of revenue through sample testing of students back to evidence of registration and ongoing attendance through the year and also agreeing to invoicing.

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

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

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

Independent auditors' report to the Governing Body of London Business School (the "School")

continued

Use of our report

This report is made solely to the Governors, as a body, in accordance with Section 75 of the Higher Education Research Act 2017 and the charters and statutes of the School. Our audit work has been undertaken so that we might state to the School's Governors those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the School and the Governors as a body, for our audit work, for this report, or for the opinions we have formed.

BDO LLP
Statutory Auditor
London
6 December 2024

Consolidated and School Statement of Comprehensive Income and Expenditure

Year ended 31 July 2024

		Consolidated		London Business School	
	Note	2024 £'000	2023 £'000	2024 £'000	2023 £'000
Income					
Tuition fees and education contracts	1	180,724	166,351	147,783	137,259
Funding body grants	2	11,325	11,885	11,325	11,885
Research grants and contracts	4	550	1,005	550	1,005
Other income	5	4,874	3,268	14,492	11,498
Investment income	6	3,731	1,627	2,852	1,088
Total income before endowments and donations		**201,204**	**184,136**	**177,002**	**162,735**
Donations and endowments	7	9,931	11,318	16,149	13,000
Total income		**211,135**	**195,454**	**193,151**	**175,735**
Expenditure					
Staff costs	8	104,538	97,259	94,962	88,248
USS provision movement	8,23,31	(40,514)	(7,239)	(40,514)	(7,239)
Other operating expenses	10	88,345	81,075	82,814	75,508
Depreciation and amortisation	12,13	9,817	10,572	9,817	10,572
Interest and other finance costs	9	3,177	4,034	3,177	4,034
Total expenditure		**165,363**	**185,701**	**150,256**	**171,123**
Surplus before other gains, (losses) and share of (loss) / gain of associate/joint venture		**45,772**	**9,753**	**42,895**	**4,612**
Gain on investments	16	7,234	1,707	-	-
Share of (loss) /gain in associate/joint venture	17	(34)	41	-	-
Surplus before tax		**52,972**	**11,501**	**42,895**	**4,612**
Taxation	11	-	-	-	-
Surplus for the year		**52,972**	**11,501**	**42,895**	**4,612**
Actuarial gain in respect of pension schemes	31	364	6,949	364	6,949
Total comprehensive income for the year		**53,336**	**18,450**	**43,259**	**11,561**
Represented by:					
Endowment comprehensive income for the year		7,167	2,126	-	-
Restricted comprehensive income for the year		2,367	3,850	-	-
Unrestricted comprehensive income for the year		43,836	12,433	43,259	11,561
Revaluation reserve comprehensive income for the year		-	-	-	-
Attributable to the School		53,370	18,409	43,259	11,561
Attributable to the non-controlling interest		(34)	41	-	-
Surplus for the year attributable to:		**53,336**	**18,450**	**43,259**	**11,561**
Non controlling interest		(34)	41	-	-
School		53,006	11,460	42,895	4,612

All items of income and expenditure relate to continuing activities
The notes on pages 35-63 form part of these financial statements.

Consolidated and School Statement of Changes in Reserves

Year ended 31 July 2024

CONSOLIDATED

	Income and expenditure account Endowment £'000	Restricted £'000	Unrestricted £'000	Revaluation reserve £'000	Total excluding non-controlling interest £'000	Non-controlling interest £'000	Total £'000
Balance at 1 August 2022	**60,257**	**15,464**	**16,522**	**127,281**	**219,524**	**451**	**219,975**
Surplus from the income and expenditure statement	2,126	3,850	5,484	-	11,460	41	11,501
Other comprehensive income	-	-	6,949	-	6,949	-	6,949
	2,126	3,850	12,433	-	18,409	41	18,450
Total comprehensive income for the year 31 July 2023 and balance at 1 August 2023	**62,383**	**19,314**	**28,955**	**127,281**	**237,933**	**492**	**238,425**
Surplus / (deficit) from the income and expenditure statement	7,167	2,367	43,472	-	53,006	(34)	52,972
Other comprehensive income	-	-	364	-	364	-	364
Total comprehensive income / (expense) for the year	7,167	2,367	43,836	-	53,370	(34)	53,336
Balance at 31 July 2024	**69,550**	**21,680**	**72,791**	**127,281**	**291,303**	**458**	**291,761**

SCHOOL

	Income and expenditure account Endowment £'000	Restricted £'000	Unrestricted £'000	Revaluation reserve £'000	Total excluding non-controlling interest £'000	Non-controlling interest £'000	Total £'000
Balance at 1 August 2022	**-**	**-**	**15,491**	**127,281**	**142,772**	**-**	**142,772**
Surplus from the income and expenditure statement	-	-	4,612	-	4,612	-	4,612
Other comprehensive income	-	-	6,949	-	6,949	-	6,949
	-	-	11,561	-	11,561	-	11,561
Total comprehensive income for the year 31 July 2023 and balance at 1 August 2023	**-**	**-**	**27,052**	**127,281**	**154,333**	**-**	**154,333**
Surplus from the income and expenditure statement	-	-	42,895	-	42,895	-	42,895
Other comprehensive income	-	-	364	-	364	-	364
Total comprehensive income for the year	-	-	43,259	-	43,259	-	43,259
Balance at 31 July 2024	**-**	**-**	**70,311**	**127,281**	**197,592**	**-**	**197,592**

The notes on pages 35-63 form part of these financial statements.

Consolidated and School Balance Sheet

31 July 2024

	Notes	Consolidated 2024 £'000	Consolidated 2023 £'000	London Business School 2024 £'000	London Business School 2023 £'000
Non-current assets					
Intangible assets	12	13,047	6,308	13,047	6,308
Tangible assets	13	307,393	305,327	307,393	305,327
Heritage assets	14	39	39	-	-
Non-current investments	16	67,092	59,398	10	10
Investments in associate and joint venture	17	458	492	-	-
		388,029	371,564	320,450	311,645
Current assets					
Stock	18	129	162	129	162
Trade and other receivables	19	18,140	15,199	8,220	6,242
Cash and cash equivalents	27	59,474	60,046	58,847	59,812
		77,743	75,407	67,196	66,216
Current liabilities					
Creditors: amounts falling due within one year	20	(87,920)	(82,462)	(103,963)	(97,444)
Net current liabilities		(10,177)	(7,055)	(36,767)	(31,228)
Total assets less current liabilities		377,852	364,509	283,683	280,417
Creditors: amounts falling due after more than one year	21	(86,091)	(86,082)	(86,091)	(86,082)
Provisions					
Provisions	23	-	(40,002)	-	(40,002)
Total net assets		291,761	238,425	197,592	154,333
Restricted Reserves					
Income and expenditure reserve – permanent endowment reserve	25	67,505	59,591	-	-
Income and expenditure reserve – expendable endowment reserve	25	2,045	2,792	-	-
Income and expenditure reserve – restricted reserve	26	21,680	19,314	-	-
		91,230	81,697	-	-
Unrestricted Reserves					
Income and expenditure reserve – unrestricted		72,792	28,955	70,311	27,052
Revaluation reserve		127,281	127,281	127,281	127,281
		200,073	156,236	197,592	154,333
Non-controlling interest		458	492	-	-
Total reserves		291,761	238,425	197,592	154,333

The financial statements were approved by the Governing Body on 26 November 2024 and were signed on its behalf on 26 November 2024 by:

Dr David Pyott CBE
Chair of Governing Body

Professor Sergei Guriev
Dean

The notes on pages 35-63 form part of these financial statements.

Consolidated Cash Flow

Year ended 31 July 2024

	Notes	2024 £'000	2023 £'000
Cash flow from operating activities			
Surplus for the year		52,972	11,501
Adjustment for non-cash items			
Depreciation and amortisation	12,13	9,817	10,572
Deferred capital grants released	2	(142)	(159)
Gain on investments	16	(7,234)	(1,707)
Decrease / (increase) in stock	18	33	(53)
(Increase) / decrease in debtors	19	(2,941)	4,571
Increase in creditors	20,21	5,458	1,699
Decrease in USS pension provision	8,23,31	(40,514)	(7,239)
Share of operating surplus / (deficit) in associate	17	34	(41)
Adjustment for investing or financing activities			
Investment income receivable	6	(3,731)	(1,627)
Interest payable	9	3,177	4,034
Permanent endowment income	25	(1,000)	(568)
Net cash inflow from operating activities		15,929	20,983
Cash flows from investing activities			
Payments made to acquire fixed assets	12,13	(18,622)	(15,748)
Payments of non-current asset investments	16	(1,238)	(1,505)
Sales proceeds of non-current asset investments	16	-	-
Prodigy capital distribution	16	778	1,486
Capital grant receipts		151	267
Investment income	6	3,731	1,627
		(15,200)	(13,873)
Cash flows from financing activities			
Interest paid	9	(2,301)	(2,291)
Permanent endowment cash received	25	1,000	568
		(1,301)	(1,723)
Increase in cash and cash equivalents in the year		(572)	5,387
Cash and cash equivalents at beginning of the year	27	60,046	54,659
Cash and cash equivalents at end of the year	27	59,474	60,046

The notes on pages 35-63 form part of these financial statements.

Accounting policies

(a) Basis of preparation

The Consolidated and School financial statements have been prepared in accordance with United Kingdom Accounting Standards, including Financial Reporting Standard 102 (FRS 102) and the Statement of Recommended Practice (SORP): Accounting for Further and Higher Education (2019 edition). They have also been prepared in accordance with the 'carried forward' powers and duties of previous legislation (Further and Higher Education Act 1992 and the Higher Education Act 2004) and the new powers of the Higher Education and Research Act 2017 during the transition period to 31 July 2019, the Royal Charter, the current Accounts Direction issued by the Office for Students (OfS), the Terms and Conditions of Funding for Higher Education Institutions issued by the Office for Students and the Terms and Conditions of Research England Grant.

The preparation of financial statements under FRS102 requires judgements, estimates and assumptions to be made that affect the application of policies and reported amounts of assets and liabilities, income and expenses. The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances, the results of which form the basis of making the judgements about carrying values of assets and liabilities that are not readily apparent from other sources. Actual results may differ from these estimates. The judgements, estimates and assumptions which have a significant risk of causing a material adjustment to the carrying amount of assets and liabilities in the next financial year are discussed below.

Estimates

- **Recoverability of debtors** – the provision for doubtful debts is based on our estimate of the expected recoverability of those debts. Assumptions are made based on the level of debtors which have defaulted historically, coupled with current economic knowledge. The provision is based on the current situation of the customer, the age profile of the debt and the nature of the amount due. Refer to note 19.
- **Pension scheme liabilities** – the School has relied upon the estimates from a third party Actuary or used assessment tools provided by the pension provider.
- USS – the provision assessment for the Universities Superannuation Scheme ("USS") provision recognises that it is a multi-employer scheme for entities not under common control and represents an industry-wide scheme. The accounting for a multi-employer scheme, where the employer has entered into an agreement with the scheme that determines how the employer will fund a deficit, results in the recognition of a liability for the contributions payable that arise from the agreement (to the extent that they relate to the deficit) and the resulting expense in profit or loss in accordance with section 28 of FRS 102. The provision is based on agreed rates and management's estimate of expected future salary inflation, changes in staff numbers and the prevailing rate of discount. At 31 July 2023, the institution's balance sheet included a liability of £39,608,000 for future contributions payable under the deficit recovery agreement which was concluded on 30 September 2021, following the 2020 valuation when the scheme was in deficit. No deficit recovery plan was required from the 2023 valuation, because the scheme was in surplus. Changes to contribution rates were implemented from 1 January 2024 and from that date the institution was no longer required to make deficit recovery contributions. The remaining liability of £40,514,000 was released to the profit and loss account. Further disclosures relating to the deficit recovery liability can be found in note 31.
- SPS – The provision assessment for the closed London Business School Pension & Assurance Scheme ("SPS") recognises that

Accounting policies *continued*

it is a single employer scheme. The School commissioned the Scheme's actuarial firm to provide an assessment of the discounted fair value of the Scheme. The provision is based on the actuarial valuation and the latest assumptions of mortality, inflation, future increases in pension and discount rate.

Refer to note 31 for further details.

- **Useful lives of non-current intangible and tangible assets** – property, plant and equipment represents a significant proportion of the School's total assets. As a result, the estimated useful lives can have a significant impact on the depreciation charged and the School's reported performance. Useful lives are determined at the time the asset is acquired and reviewed regularly for appropriateness. The lives are based on historical experience with similar assets as well as anticipation of future events. Details of the carrying values of property, plant and equipment are shown in note 13.

Judgements

- **Pension liabilities** – USS – the governors are satisfied that USS meets the definition of a multi-employer scheme and has therefore recognised the discounted fair value of the contractual contributions under the recovery plan in existence at the date of approving the financial statements.
- **Land and buildings valuation** – the School has adopted the revaluation model under FRS 102 for the value of the properties used by the School in the course of its business. The School has performed an internal assessment to determine that there has been no material change to the fair value of the properties as at 31 July 2024. As part of the internal assessment, consideration has been taken of the current market trends and data, and the 31 July 2022 property value assessment from a third party Chartered Surveyor (based on estimates of usable floor space, yield and discount rates), which has led to a range of possible property values being determined. The School is satisfied that, after considering the supporting evidence and noting the net book value as at 31 July 2024 is within the range of determined values, there is no material change to the fair value of the properties. This conclusion constitutes a critical judgement. A full professional valuation is expected to be conducted every five years with an internal fair value review performed in the interim years.
- **Income recognition** – revenues are subject to judgement over when and by how much revenues should be recognised in the financial statements. This includes determining when performance criteria have been met, recognising research and other funding revenues in line with expenditure once a right to the funding is deemed to have arisen, and determining the revenues associated with partially delivered courses where the activities have not been fully completed at the reporting date.

(b) Basis of consolidation

The consolidated financial statements include London Business School ("the School") and all its subsidiaries for the financial year to 31 July. Intra-group transactions are eliminated on consolidation.

The consolidated financial statements also include the School's investment in the Global Entrepreneurship Research Association ("GERA") and Newton Venture Education Limited ("Newton"). The investments are based upon the voting rights of the members – GERA (25%) and Newton (50%). The year-end date for these two entities is 31 December. This differs from that of the School because their main business operations revolve around the 12 month period January to December, which, in the opinion of the Governing Body, provides a true and fair view of the financial statements. The consolidated statements include the School's share of the operating result of the unaudited interim financial statements of GERA and Newton for the period from 1 January to 31 July.

The consolidated financial statements do not include the income and expenditure of the London Business School Student Association, as the School does not exert control or dominant influence over policy decisions.

(c) Going concern

The School continues to adopt the going concern basis in preparing these financial statements. In coming to this conclusion, the School has undertaken the following actions:

- Prepared detailed financial forecasts and estimates of income, expenditure and cash flows for the period to 31 July 2026 sensitised to reflect uncertainties as a result of the financial impact of the global geopolitical and economic factors.
- Prepared a high-level forecast of income, expenditure and cash flows for the period to 31 July 2029.
- Calculated and reviewed debt covenants based on the forecasts for the five year period from the balance sheet date, to ensure that these will not be breached under the current 5 year forecast.
- Considered the liquidity position of the School, ensuring sufficient headroom is available under the facilities currently in place, and taking account of the long-term funding.

Based on their review of all of the above, the Governing Body believes that the School is well placed to manage its business risks effectively, despite the continued uncertain economic situation. The Governing Body has a reasonable expectation that the School has adequate resources to continue in operational existence for the foreseeable future, and will have sufficient funds to meet its liabilities as they fall due over a period of at least 12 months from the date of approval of these financial statements.

Governing Body is not aware of any material uncertainties which would prevent the School from continuing as a going concern.

(d) Income recognition

Tuition fees and education contracts

Tuition fee and education contracts income is stated gross of any expenditure which is not a discount and credited to the Consolidated and School Statement of Comprehensive Income and Expenditure over the period in which students are studying. Where the amount of the tuition fee is reduced, by a discount for prompt payment, income receivable is shown net of the discount. Scholarships are accounted for gross as expenditure and not deducted from income. Where payments have been received in respect of courses that have not started by the year-end, these are included as deferred income within creditors on the balance sheet.

Grant funding

Grant funding including funding body grants and research grants are recognised as income when the School is entitled to the income and performance related conditions have been met. Income received in advance of performance related conditions being met is recognised as deferred income within creditors on the balance sheet and released to income as the conditions are met.

Donations and endowments

Donations and endowments with donor imposed restrictions are recognised in income when the School is entitled to the funds. Income is retained within the restricted reserve until such time that it is utilised in line with such restrictions at which point the income is released to unrestricted reserves through a reserve transfer.

Donations and endowments with no restrictions are recognised in income when the School receives the funds.

Investment income and appreciation of endowments is recorded in income in the year in which it arises and as either restricted or unrestricted income according to the terms applied to the individual endowment fund.

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

Accounting policies *continued*

i. Unrestricted permanent endowments – the donor has specified that the fund is to be permanently invested to generate an income stream for the general benefit of the School.

ii. Restricted expendable endowments – the donor has specified a particular objective other than the purchase or construction of tangible fixed assets, and the School has the power to use the capital.

iii. Restricted permanent endowments – the donor has specified that the fund is to be permanently invested to generate an income stream to be applied to a particular objective.

iv. Restricted reserve – the donor has specified a particular objective and the School has the power to use the funds.

Increases or decreases in the value arising on the revaluation or disposal of assets are shown as gains/losses on investments on the Consolidated Statement of Comprehensive Income and Expenditure. Increases or decreases relating to the Endowment Reserve are credited/debited to the relevant Endowment Reserve as part of the overall allocation.

(e) Accounting for retirement benefits

The School contributes to two defined benefit schemes and one defined contribution scheme:

- The London Business School Pension & Assurance Scheme ("SPS") is a defined benefit scheme which is contracted out of the State Second Pension (S2P). The SPS closed to new members from 1 August 2004 and to current members from 1 August 2010.

  The difference between the fair value of the assets held in this pension scheme and the liabilities of the pension scheme, measured on an actuarial basis using the projected unit method, is recognised in the School's balance sheet as a pension asset or liability as appropriate. The carrying value of any resulting pension scheme asset is restricted to the extent that the School is able to recover the surplus either through reduced contributions in the future or through refunds from the scheme. Changes in the pension scheme's asset or liability arising from factors other than cash contribution by the School are charged to the income and expenditure account.

- The School participates in the Universities Superannuation Scheme ("USS"). The scheme is a hybrid pension scheme, providing defined benefits (for all members), as well as defined contribution benefits. The assets of the scheme are held in a separate trustee-administered fund. 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 School is therefore exposed to actuarial risks associated with other institutions' employees and is unable to identify its share of the underlying assets and liabilities of the scheme on a consistent and reasonable basis. As required by Section 28 of FRS 102 "Employee benefits", the School therefore accounts for the scheme as if it were a wholly defined contribution scheme. As a result, the amount charged to the income and expenditure statement represents the contributions payable to the scheme. Since the institution has entered into an agreement (the Recovery Plan) that determines how each employer within the scheme will fund the overall deficit, the institution recognises a liability for the contributions payable that arise from the agreement (to the extent that they relate to the deficit) and therefore an expense is recognised.

  FRS 102 makes the distinction between a group plan and a multi-employer scheme. A group plan consists of a collection of entities under common control typically with a sponsoring employer. A multi-employer scheme is a scheme for entities not under common control and represents (typically) an industry-wide scheme such as Universities Superannuation Scheme. The accounting for a multi-employer scheme, where the employer has entered into an agreement with the scheme that determines how the employer will fund a deficit, results in the recognition of a liability for the contributions payable that arise from the agreement (to the extent that they relate to the deficit) and the resulting expense in income and expenditure in accordance with section 28 of FRS 102. The Governing Body is satisfied that Universities Superannuation Scheme meets the definition of a multi-employer scheme and has therefore recognised the discounted fair value of the contractual contributions under the recovery plan in existence at the date of approving the financial statements.

- The School contributes to a defined contribution scheme, provided through Scottish Widows. Defined contribution scheme costs are charged to the income and expenditure account as they are incurred.

(f) Operating leases

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

(g) Foreign currency

Transactions in foreign currencies are converted at the rate of exchange ruling at the date of the transaction. Monetary assets and liabilities denominated in foreign currencies are translated using the rate of exchange ruling at the balance sheet date, and the gains and losses on translation are reflected in the income and expenditure account.

(h) Intangible and tangible assets

Intangible and tangible assets costing more than £3,000 are capitalised. All assets are stated at cost or in the case of freehold/leasehold at valuation. Where parts of a fixed asset have different useful lives, they are accounted for as separate items of fixed assets.

Intangible assets

Intangible assets, including development of software, website and digital assets for programmes, are capitalised when the recognition criteria set out in FRS 102 section 18 are met. They are measured at cost less any accumulated amortisation and accumulated impairment losses.

Tangible assets

Tangible assets consist of a number of categories which are detailed further below.

Land and Buildings

Freehold and long leasehold land and buildings are re-valued on the basis of existing use. This is detailed in note 13. Depreciation and impairment losses are subsequently charged on the revalued amount.

Freehold land is not depreciated as it is considered to have an indefinite useful life.

Costs incurred in relation to land and buildings after initial purchase or construction are capitalised to the extent that they increase the expected future benefits.

Building improvements

Capital refurbishment, other than separately identifiable items of plant and equipment, is classified as building improvements.

Plant and Equipment

Single items of plant and equipment costing £3,000 or more, or multiple items of plant and equipment whose functionality is intrinsically linked and which together cost £3,000 or more, are capitalised as plant and equipment assets.

Costs capitalised include those that are required to bring the assets to the location and condition necessary for them to operate in the manner intended.

Service concession arrangements

Fixed assets held under service concession arrangements are recognised at the present value of the minimum lease payments when the assets are brought into use with a corresponding financial liability.

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

Accounting policies *continued*

These assets are depreciated over the life of the initial agreement.

Heritage assets
The School does not ordinarily capitalise its heritage assets due to the difficulty associated with valuing them. A small number of pictures which are able to be valued has been capitalised and the value is disclosed within fixed assets. Heritage assets are not depreciated as their long economic life means that any depreciation would not be material.

The artworks located on site currently are from a variety of sources. Some are owned by the School whilst others are on loan. All artwork is insured and the cover annually reviewed.

Assets in the course of construction
Assets in the course of construction and assets held for future use are accounted for at cost and are capitalised as incurred but are depreciated only when the individual asset is operational.

Depreciation rates
All assets are depreciated in line with their expected useful lives using the straight line method at the following rates:

	Annual rates of depreciation
Land	No depreciation
Freehold buildings	2 %
Leasehold buildings	Period of lease
Building improvements	10%
Specialised fit out (included within building improvements)	Period of lease
Plant and equipment	10-33%
Service concession assets	Period of lease
Intangible assets	20-50%

A full month's depreciation is charged in the month of purchase and no depreciation is charged in the year of disposal. Any gains and losses on disposals of fixed assets are reflected in the income and expenditure account in the year in which they occur. Assets in the course of construction are accounted for at cost and are capitalised as incurred but are depreciated only when the individual asset is operational.

(i) Investments – non-current and associates/ joint ventures

Listed investments are included in the balance sheet at bid market value, where they are publicly quoted. Other investments are held at cost. Investments in associate companies and joint ventures are shown in the consolidated balance sheet with the attributable share of net assets. The share of profit and loss for associate companies and joint ventures are included in the Consolidated Statement of Comprehensive Income & Expenditure.

(j) Stock

Stock is stated at the lower of cost and net realisable value.

(k) Trade and other receivables

Trade and other receivables are recognised initially at transaction price less attributable transaction costs. If the arrangement constitutes a financing transaction, for example if payment is deferred beyond normal business terms, then it is measured at the present value of future payments discounted at a market rate of instrument for a similar debt instrument.

(l) Cash and cash equivalents

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

Cash equivalents are short term, highly liquid investments that are readily convertible to known amounts of cash with insignificant risk of change in value.

(m) Creditors

Creditors are recognised initially at transaction price plus attributable transaction costs. If the arrangement constitutes a financing transaction, for example if payment is deferred beyond normal business terms, then it is measured at the present value of future payments discounted at a market rate of interest for a similar debt instrument.

(n) Provisions, contingent liabilities and contingent assets

Provisions are recognised when the School has a present legal or constructive obligation as a result of a past event and it is probable that a transfer of economic benefit will be required to settle the obligation and reliable estimate can be made of the amount of the obligation.

A contingent liability arises from a past event that gives the School a possible obligation whose existence will only be confirmed by the occurrence or otherwise of uncertain future events not wholly within the control of the School. Contingent liabilities also arise in circumstances where a provision would otherwise be made but either it is not probable that an outflow of resources will be required or the amount of the obligation cannot be measured reliably.

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

Contingent assets and liabilities are not recognised in the Balance Sheet but if material are disclosed in the notes.

(o) Capital Grants

Government capital grants are recognised over the periods in which the School recognises the related costs for which the grant is intended to compensate. Where part of the grant is deferred it is recognised as deferred income within creditors and allocated between creditors due within one year and due after more than one year as appropriate.

(p) Employment benefits

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

(q) Taxation

The School is an exempt charity within the meaning of Part 3 of the Charities Act 2011. It is therefore a charity within the meaning of Para 1 of schedule 6 to the Finance Act 2010 and accordingly, the School is potentially exempt from taxation in respect of income or capital gains received within categories covered by section 478-488 of the Corporation Tax Act 2010 (CTA 2010) or section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied to exclusively charitable purposes.

The School is partially exempt in respect of Value Added Tax, so that it can only recover a minor element of VAT charged on its inputs. Irrecoverable VAT on inputs is included in the costs of such inputs and added to the cost of tangible fixed assets as appropriate, where the inputs themselves are tangible fixed assets by nature.

(r) Reserves

Reserves are classified as restricted or unrestricted.

Restricted endowment reserves are balances which, through endowment to the School, are held as a permanently restricted fund which the School must hold in perpetuity. Restricted reserves include balances where the donor has designated a specific purpose and therefore the School is restricted in the use of these funds.

Unrestricted reserves are to be used for any purpose that the School can decide upon.

Included within reserves are balances relating to entities in which the School does not have a controlling interest.

(s) FRS 102 exemptions

The School has applied the exemptions available under FRS 102 in respect of the following disclosures:

- Cash flow statement and related notes; and
- Related parties

Accounting policies *continued*

As a result, there is no cashflow statement for the School as a standalone entity and transactions between 100% owned entities are not disclosed.

(t) Financial instruments

The School has elected to adopt Sections 11 and 12 of FRS 102 in respect of the recognition, measurement, and disclosure of financial instruments. Financial assets and liabilities are recognised when the School becomes party to the contractual provision of the instrument and they are classified according to the substance of the contractual arrangements entered into.

Financial assets

Basic financial assets include trade and other receivables, cash and cash equivalents, and investments in commercial paper (i.e. deposits and bonds). These assets are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Such assets are subsequently carried at amortised cost using the effective interest rate method. Financial assets are assessed for indicators of impairment at each reporting date. If there is objective evidence of impairment, an impairment loss is recognised in the statement of comprehensive income.

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

Other financial assets, including investments in equity instruments which are not subsidiaries, associates, or joint ventures are initially measured at fair value, which is typically the transaction price. These assets are subsequently carried at fair value and changes in fair value at the reporting date are recognised in the statement of comprehensive income. Where the investment in equity instruments are not publicly traded and where the fair value cannot be reliably measured the assets are measured at cost less impairment.

Financial assets are de-recognised when the contractual rights to the cash flows from the asset expire or are settled or substantially all of the risks and rewards of the ownership of the asset are transferred to another party.

Financial liabilities

Basic financial liabilities include trade and other payables, bank loans, and intra-group loans. These liabilities are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Debt instruments are subsequently carried at amortised cost using the effective interest rate method.

Fees paid on the establishment of loan facilities are recognised as transaction costs of the loan to the extent that it is probable that some or all of the facility will be drawn down.

Trade payables are obligations to pay for goods and services that have been acquired in the ordinary course of business from suppliers. Accounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade payables are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest rate method.

Derivatives, including forward foreign exchange contracts, are not basic financial instruments. Derivatives are initially recognised at fair value on the date the derivative contract is entered into and are subsequently re-measured at their fair value at the reporting date. Changes in the fair value of derivatives are recognised in the statement of comprehensive income in finance costs or finance income as appropriate, unless they are included in a hedging arrangement.

Financial liabilities are de-recognised when the liability is discharged, cancelled, or expires.

Notes to the financial statements

for the year ended 31 July 2024

1 Tuition fees and education contracts

	Consolidated		London Business School	
	2024 £'000	2023 £'000	2024 £'000	2023 £'000
MBA	51,636	48,710	51,636	48,710
Masters in Management	13,547	11,534	13,547	11,534
Sloan Fellowship	4,421	4,267	4,421	4,267
Masters in Analytics and Management	3,906	3,136	3,906	3,136
Executive MBA	18,605	20,019	18,605	20,019
EMBA-Global / Global Asia	2,977	3,746	2,977	3,746
Masters in Finance	10,231	10,062	10,231	10,062
Masters in Financial Analysis	9,923	8,528	9,923	8,528
PhD Programme	1,811	1,746	1,811	1,746
Executive Education Open Programmes	30,240	24,589	30,240	24,589
Executive Education Custom Programmes	32,940	29,092	-	-
Other Programme Income	487	922	487	922
	180,724	166,351	147,784	137,259

2 Funding body grants

	Consolidated		London Business School	
	2024 £'000	2023 £'000	2024 £'000	2023 £'000
Recurrent grant				
Office for Students	849	1,679	849	1,679
Research England	2,495	2,740	2,495	2,740
Capital grant releases	142	159	142	159
Specific grants				
Higher Education Innovation Fund	7,839	7,307	7,839	7,307
	11,325	11,885	11,325	11,885

Capital grant releases relate to grants received from Funding Councils which have been applied to specific assets. The releases are made over the life of those assets.

3 Grant and fee income

	Consolidated		London Business School	
	2024 £'000	2023 £'000	2024 £'000	2023 £'000
Grant income from the OfS	849	1,679	849	1,679
Grant income from other bodies	10,476	10,206	10,476	10,206
Fee income for taught awards	115,245	110,002	115,245	110,002
Fee income for research awards	1,811	1,746	1,811	1,746
Fee income from non-qualifying courses	63,181	53,681	30,240	24,589
	191,562	177,314	158,621	148,222

Notes to the financial statements *continued*

for the year ended 31 July 2024

4 Research grants and contracts

	Consolidated		London Business School	
	2024 £'000	2023 £'000	2024 £'000	2023 £'000
Research councils	418	660	418	660
UK charities	89	132	89	132
Government (UK and overseas)	-	26	-	26
Other	43	187	43	187
	550	1,005	550	1,005

5 Other income

	Consolidated		London Business School	
	2024 £'000	2023 £'000	2024 £'000	2023 £'000
Residences, catering and conferences	1,022	924	1,805	1,668
Management services	-	-	8,842	7,970
Other general income	3,852	2,344	3,845	1,860
	4,874	3,268	14,492	11,498

6 Investment income

	Note	Consolidated		London Business School	
		2024 £'000	2023 £'000	2024 £'000	2023 £'000
Investment income on endowments	25	876	273	-	-
Other investment income		2,855	1,354	2,852	1,088
		3,731	1,627	2,852	1,088

7 Donations and endowments

	Note	Consolidated		London Business School	
		2024 £'000	2023 £'000	2024 £'000	2023 £'000
New endowments	25	1,036	1,289	-	-
Donations with restrictions	26	5,749	7,355	-	-
Unrestricted donations		3,146	2,674	16,149	13,000
		9,931	11,318	16,149	13,000

Most third party donations and endowments are made to the London Business School Anniversary Trust. Grants made from the Anniversary Trust to the School are unrestricted as any underlying restrictions associated with the donation have been met prior to the Anniversary Trust making a grant to the School.

8 Staff costs

	Consolidated		London Business School	
	2024 £'000	2023 £'000	2024 £'000	2023 £'000
Salaries	82,654	75,549	74,066	67,487
Social security costs	9,015	8,439	8,583	8,059
Other pension costs	12,869	13,271	12,313	12,702
	104,538	97,259	94,962	88,248
Movement on USS provision	(40,514)	(7,239)	(40,514)	(7,239)
Total	64,024	90,020	54,448	81,009

Average staff numbers (full time equivalent) by major category:	2024 No.	2023 No.
Academic including research	110	96
Support and administrative staff	752	679
	862	775

Key management personnel
Key management personnel are members of the Senior Management Team who have the authority and responsibility for planning, directing and controlling the activities of the School. Staff costs includes compensation paid to key management personnel.

	2024 £'000	2023 £'000
Key management personnel compensation	2,935	2,747

	2024 No.	2023 No.
Key management personnel numbers (full time equivalent)	9.0	9.0

Notes to the financial statements *continued*

for the year ended 31 July 2024

8 Staff costs *continued*

Senior staff pay

Senior staff pay includes the full-time equivalent basic salary of all staff earning in excess of £100,000. It does not include compensation for teaching additional loads, payments by a subsidiary (Centre for Management Development Company Limited), pensions or staff who were employed for part of the year but would have received salary in these bands in a full year.

Senior staff pay in the individual bands were as follows:

	2024	2023		2024	2023		2024	2023
£100,000 - £104,999	5	7	£225,000 - £229,999	7	1	£350,000 - £354,999	-	4
£105,000 - £109,999	2	4	£230,000 - £234,999	-	2	£355,000 - £359,999	2	-
£110,000 - £114,999	5	6	£235,000 - £239,999	-	3	£360,000 - £364,999	-	2
£115,000 - £119,999	3	1	£240,000 - £244,999	1	3	£365,000 - £369,999	4	1
£120,000 - £124,999	3	4	£245,000 - £249,999	3	3	£370,000 - £374,999	1	2
£125,000 - £129,999	3	4	£250,000 - £254,999	4	6	£375,000 - £379,999	1	-
£130,000 - £134,999	4	2	£255,000 - £259,999	2	1	£380,000 - £384,999	3	-
£135,000 - £139,999	6	1	£260,000 - £264,999	1	2	£385,000 - £389,999	-	-
£140,000 - £144,999	-	5	£265,000 - £269,999	1	1	£390,000 - £394,999	-	1
£145,000 - £149,999	1	1	£270,000 - £274,999	2	-	£395,000 - £399,999	1	-
£150,000 - £154,999	3	-	£275,000 - £279,999	4	3	£400,000 - £404,999	-	1
£155,000 - £159,999	1	1	£280,000 - £284,999	3	2	£405,000 - £409,999	-	1
£160,000 - £164,999	1	2	£285,000 - £289,999	2	3	£410,000 - £414,999	2	1
£165,000 - £169,999	-	-	£290,000 - £294,999	1	2	£415,000 - £419,999	-	1
£170,000 - £174,999	2	1	£295,000 - £299,999	2	6	£420,000 - £424,999	2	-
£175,000 - £179,999	-	1	£300,000 - £304,999	2	3	£425,000 - £429,999	1	-
£180,000 - £184,999	-	3	£305,000 - £309,999	5	4	£435,000 - £439,999	-	1
£185,000 - £189,999	1	4	£310,000 - £314,999	1	2	£440,000 - £444,999	1	-
£190,000 - £194,999	3	1	£315,000 - £319,999	2	1	£445,000 - £449,999	1	-
£195,000 - £199,999	2	5	£320,000 - £324,999	4	1	£450,000 - £459,999	-	2
£200,000 - £204,999	3	8	£325,000 - £329,999	2	3	£465,000 - £469,999	-	1
£205,000 - £209,999	7	6	£330,000 - £334,999	4	3	£470,000 - £474,999	-	1
£210,000 - £214,999	2	3	£335,000 - £339,999	4	-	£475,000 - £479,999	1	-
£215,000 - £219,999	5	1	£340,000 - £344,999	3	2	£480,000 - £484,999	1	-
£220,000 - £224,999	2	3	£345,000 - £349,999	2	1	£500,000 - £504,999	1	-

Compensation for loss of office:

Aggregate payment for compensation for loss of office paid to 17 members of staff (2023: 11)

	2024 £'000	2023 £'000
Compensation payable recorded within staff costs	343	294

Emoluments of the Dean, François Ortalo-Magné	2024 £'000	2023 £'000
Basic salary	533	498
Benefits	17	16
Pension contributions	25	42
	575	556

8 Staff costs *continued*

Emoluments of the Dean, François Ortalo-Magné

The Dean participated in a salary sacrifice arrangement for pension contributions (2023/24: £17,000, 2022/23: £17,000). The Dean has also opted for a voluntary salary cap on his pension contributions and in line with other employees, he received a salary top-up in lieu of the pension contribution.

In line with the previous Deans of the School, the current Dean is required to live in accommodation within one of the School's buildings to enable better and more effectual performance of duties. From 6 April 2021, the accommodation is treated as a taxable benefit. Due to the restrictive covenants of the building's lease and the requirement for the accommodation to be used for School business, it is not possible to rent out the accommodation and therefore there is no cost of lost opportunity to the School. Using the annual value and cost of acquiring the lease of the campus and taking the usage for School business into account, the annual taxable value is £6,500 for the Dean's accommodation. Operating costs associated with the residence (i.e. utilities and cleaning services) total £11,000 (2022/23: £10,000) and this taxable benefit is included within the emoluments section.

The annual remuneration award to the Dean takes into consideration the context in which London Business School operates and the performance of the institution and the Dean during the year. The Dean's remuneration is set by the Remuneration Committee.

The context for the institution and in particular for the Dean is a global one. The School's faculty and professional staff are both strongly international. Its degree programme portfolio attracts students from over 100 nationalities every year, while the executive education business attracts over 10,000 participants each year and works with corporate clients from around the world. The School is in direct competition with the other top global business schools based in the United States and Europe and these institutions form the benchmark for consideration of the Dean's remuneration.

A formal evaluation of the Dean's performance is carried out each year by the Chair of the Governing Body. The 2023/24 evaluation measured the Dean's performance against a series of KPIs related to his leadership of the institution. The Dean was evaluated as having performed effectively in meeting his 2022/23 organisational and personal KPIs. The Remuneration Committee agreed that the Dean should receive a pay increase of 4% in 2023/24.

The Dean's basic salary is 10.1 times (2022/23: 9.9 times) the median pay of staff, where the median pay is calculated on a full-time equivalent basis for the salaries paid by the provider to its staff.

The Dean's total remuneration, including the taxable and non-taxable benefits noted above is 11.2 times (2022/23: 11.2 times) the median total pay of staff. This has been calculated including the midpoint of the non-taxable benefits noted above and the median total remuneration is calculated on a full-time equivalent basis for the total remuneration paid to its staff.

Pay ratio information includes agency staff.

Governing Body Members

The School's Governing Body members are the trustees for charitable law purposes. Due to the nature of the School's operations and the composition of the Governing Body, some members being drawn from local public and private sector organisations, it is inevitable that transactions will take place with organisations in which a member of the Governing Body may have an interest. All transactions involving organisations in which members of the Governing Body or Senior Management have an interest are detailed in note 32.

Notes to the financial statements *continued*

for the year ended 31 July 2024

9 Interest and other finance costs

		Consolidated		London Business School	
		2024	2023	2024	2023
	Note	£'000	£'000	£'000	£'000
Loan interest		2,301	2,291	2,301	2,291
Net charge on USS pension scheme		906	1,510	906	1,510
Net (charge) / income on SPS pension scheme	31	(30)	233	(30)	233
		3,177	4,034	3,177	4,034

10 Other operating expenses

	Consolidated		London Business School	
	2024	2023	2024	2023
	£'000	£'000	£'000	£'000
Teaching related costs (including Scholarships)	27,017	24,549	24,572	22,170
Teaching support costs	4,050	4,239	3,755	3,830
Bought in teaching	8,156	7,185	5,578	4,638
Marketing	7,994	6,366	7,904	6,079
Technology	5,617	5,281	5,599	5,226
Premises and utilities	14,914	15,590	14,890	15,587
Catering and accommodation	10,010	9,737	9,845	9,518
Other overheads	10,587	8,128	10,671	8,460
	88,345	81,075	82,814	75,508

Other operating expenses include:

	2024	2023	2024	2023
	£'000	£'000	£'000	£'000
External auditors remuneration in respect of audit services	216	227	185	192
External auditors remuneration in respect of non-audit services	7	28	7	28
Operating lease rentals:				
Land and buildings	2,923	3,135	2,923	3,135
Other	25	50	25	50

11 Taxation

Recognised in the statement of comprehensive income	Consolidated 2024 £'000	Consolidated 2023 £'000	London Business School 2024 £'000	London Business School 2023 £'000
Current tax				
Current tax expense	-	-	-	-
Adjustment in respect of previous years	-	-	-	-
Current tax expense	-	-	-	-
Deferred tax				
Origination and reversal of timing differences	-	-	-	-
Reduction in tax rate	-	-	-	-
Recognition of previously unrecognised tax losses	-	-	-	-
Deferred tax expense	-	-	-	-
Total tax expense	-	-	-	-

12 Intangible assets

	Consolidated and School			
			2024	2023
	Software	Assets in the course of construction	Total	Total
	£'000	£'000	£'000	£'000
Cost or valuation				
At 1 August	2,657	5,236	7,893	1,861
Additions	1,665	6,039	7,704	5,294
Disposals	-	-	-	(156)
Transfer from tangible assets	184	(184)	-	894
At 31 July	4,506	11,091	15,597	7,893
Amortisation				
At 1 August	1,585	-	1,585	1,175
Charge for the year	965	-	965	566
Disposals	-	-	-	(156)
At 31 July	2,550	-	2,550	1,585
Net book value				
At 31 July			13,047	6,308

Notes to the financial statements *continued*

for the year ended 31 July 2024

13 Tangible assets

CONSOLIDATED and SCHOOL	Land and buildings £'000	Building improvements £'000	Service concession arrangements £'000	Plant and equipment £'000	Assets in the course of construction £'000	Total £'000
Cost or valuation						
At 1 August 2023	255,553	52,546	750	27,981	3,483	340,313
Additions	392	-	-	1,122	9,404	10,918
Transfers	-	1,698	-	1,918	(3,616)	-
Disposals	-	(971)	(750)	-	-	(1,721)
At 31 July 2024	255,945	53,273	-	31,021	9,271	349,510
Consisting of valuation as at:						
31 July 2023	255,945	-	-	-	-	255,945
Cost	-	53,273	-	31,021	9,271	93,565
	255,945	53,273	-	31,021	9,271	349,510
Depreciation						
At 1 August 2023	372	12,966	750	20,898	-	34,986
Charge for the year	2,418	2,521	-	3,913	-	8,852
Transfers	2,043	(2,043)	-	-	-	-
Disposals	-	(971)	(750)	-	-	(1,721)
At 31 July 2024	4,833	12,473	-	24,811	-	42,117
Net book value						
At 31 July 2024	251,112	40,800	-	6,210	9,271	307,393
At 31 July 2023	255,181	39,580	-	7,083	3,483	305,327
Leased assets included above:						
Carrying amount						
At 31 July 2024	228,710	-	-	-	-	228,710
At 31 July 2023	228,710	-	-	-	-	228,710

13 Tangible assets *continued*

On 31 July 2022, the freehold and leasehold land and buildings were re-valued at £255,000,000 on the basis of existing use by Savills, Chartered Surveyors. The valuation was prepared in accordance with the RICS Valuation - Global Standards, which incorporated the International Valuation Standards ("IVS") and the RICS UK national supplement (the "RICS Red Book") edition current at 31 July 2022. The valuation is based on a comparable approach or an investment approach (capitalisation of future income streams using a market yield, or capitalisation rate) assuming vacant possession as the properties are owner-occupied.

At 31 July 2022, the surveyors reviewed the freehold land and buildings apportionment and concluded that an acceptable proportion would result in a freehold land value of £6,200,000 which is not depreciated.

The School has performed an internal assessment to determine that there has been no material change to the fair value of the properties as at 31 July 2023 and 31 July 2024. The School is satisfied that, after considering the supporting evidence and noting the net book value as at 31 July 2024 is within the range of determined values, there is no material change to the fair value of the properties. A full professional valuation is expected to be conducted every five years with an internal fair value review performed in the interim years.

Assets in the course of construction are capital projects which had not been completed and brought into use at the year-end.

Service concession equipment which had previously been fully depreciated relates to photocopying equipment which are no longer used.

14 Heritage assets

	Consolidated £'000	London Business School £'000
Cost and Net book value		
At 1 August 2023	39	-
Additions	-	-
At 31 July 2024	**39**	**-**

The School does not ordinarily capitalise its heritage assets. Within the Anniversary Trust one heritage asset has been capitalised, at the value on the date the piece was acquired. In addition, the School has been gifted a number of other items of artwork considered to be heritage assets but has not capitalised these. The cost of a formal valuation of the heritage assets is not commensurate with the benefit. In aggregate they are not deemed to be of sufficient material value to affect the presentation of the financial statements. The total insurance value of these items and items on loan is £1,700,000.

15 Service concession arrangements

The School had Balance Sheet arrangements including service concession arrangements, which were fully depreciated. These include equipment used by the outsourced printing and catering companies. The equipment is no longer in use.

Movement in Service concession arrangement assets
The asset value of the service concession included in the Balance Sheet as at 31 July 2024 is £nil (2023: £nil).

Movement in Service concession arrangement liabilities
The total liabilities relating to the service concession included in the Balance Sheet as at 31 July 2024 were £nil (2023: £nil).

Future commitments
The School has no future commitments in respect of the current assets being used in these service concession arrangements.

Notes to the financial statements *continued*

for the year ended 31 July 2024

16 Non current investments

	Investments	
CONSOLIDATED	**2024 £'000**	**2023 £'000**
At 1 August	59,398	57,672
Additions	1,238	1,505
Revaluation	7,234	1,707
Capital distribution	(778)	(1,486)
At 31 July	67,092	59,398

The investments have been valued at cost or where appropriate, market value.

	Consolidated	
Investments consist of:	**2024 £'000**	**2023 £'000**
FTSE Actuaries UK Gilts>5Yr In	17,639	16,338
MSCI Emerging Markets IndexNet	4,699	4,445
MSCI World Net TR Index	42,103	35,521
Cash held by BlackRock Asset Management	343	8
Prodigy Loan Investment	2,308	3,086
	67,092	59,398

Prodigy loan investment are investments made by the School in bonds that provide loan finance to students. Capital repayments and coupon payments are made on the bond as the loan is repaid by students.

	Consolidated	
	2024 £'000	**2023 £'000**
Endowment Investments	67,092	59,398
	67,092	59,398

	Subsidiary companies	
SCHOOL	**2024 £'000**	**2023 £'000**
At 1 August	10	10
At 31 July	10	10

16 Non current investments *continued*

The School's holding in London Business School Trust Company Limited, shown at cost, represents 4 ordinary shares of £1 each, being the total issued share capital of the company. The company continues to be dormant. Dr David Pyott CBE, Chair of the Governing Body, holds two shares as nominee for the School. The remaining two shares were held by François Ortalo-Magné as nominee for the School during 2023/24. None of the other governors had any interest in the share capital of this company.

The School's holding in London Business School Trading Company Limited, shown at cost, represents 10,000 (2023: 10,000) ordinary shares of £1 each, being the total issued share capital of the company.

London Business School Trust Company Limited is the sole trustee of London Business School Anniversary Trust ('the Trust'), an exempt charity trust with no share capital. The Trust is the 100% parent of Centre for Management Development Company Limited ('CMD') a company with 250,000 ordinary shares of £1 each.

The financial statements of all subsidiaries are available from the Secretary, London Business School, Regent's Park, London NW1 4SA.

17 Investment in associate and joint venture

The School has an investment interest in Global Entrepreneurship Research Association (GERA). GERA was incorporated on 3 February 2005 and is a company limited by guarantee. GERA advances education and learning in the field of entrepreneurship practice and policy development including (but not limited to) the provision and conduct of an international programme of research and the dissemination of the results of such research. GERA is a charitable company. Its financial statements are prepared under the 2019 Charities Statement of Recommended Practice (FRS 102). GERA is not funded by restricted grants and has been accounted for under the gross equity method. The School's share of GERA's operating surplus has been recognised in the statement of comprehensive income and expenditure account and the share of the assets has been included in the Balance Sheet. The School's 25% share of GERA's net assets total £332,000 (2023: £269,000; 25%).

On 22 January 2021, the School entered into a joint venture agreement with Senderwood Group Ltd to create Newton Venture Education Limited (Newton). Newton is a company limited by guarantee. Newton's objective is to create and develop an educational programme to enable investors in the innovation economy to become more effective investors. The School's share of Newton's operating surplus has been recognised in the statement of comprehensive income and expenditure account and the share of the assets has been included in the Balance Sheet. The School's 50% share of Newton's net assets total £126,000 (2023: £223,000).

	Consolidated		London Business School	
	2024 £'000	2023 £'000	2024 £'000	2023 £'000
At 1 August	492	451	-	-
Share of depreciation of NEWTON	(97)	22	-	-
Share of appreciation of GERA	63	19	-	-
At 31 July	458	492	-	-

Notes to the financial statements *continued*

for the year ended 31 July 2024

18 Stock

	Consolidated		London Business School	
	2024	2023	2024	2023
	£'000	£'000	£'000	£'000
Finished goods	129	162	129	162
	129	162	129	162

19 Trade and other receivables

	Consolidated		London Business School	
	2024	2023	2024	2023
	£'000	£'000	£'000	£'000
Amounts falling due within one year:				
Amounts due from subsidiary companies	-	-	128	1,470
Other trade receivables	7,995	9,228	1,191	788
Other receivables	2,152	1,151	2,151	1,151
Prepayments and accrued income	7,993	4,820	4,750	2,733
Amounts due from gift aid	-	-	-	100
	18,140	15,199	8,220	6,242

20 Creditors: amounts falling due within one year

	Consolidated		London Business School	
	2024	2023	2024	2023
	£'000	£'000	£'000	£'000
Amounts due to subsidiary companies	-	-	20,134	18,945
Trade payables	10,187	7,267	9,301	6,426
Social security and other taxation payable	3,210	3,445	3,113	3,483
Accruals	27,116	24,575	25,525	22,861
Deferred income	45,540	45,088	44,023	43,642
Other creditors	1,867	2,087	1,867	2,087
	87,920	82,462	103,963	97,444

20 Creditors: amounts falling due within one year *continued*

Deferred income

Included within deferred income are the following items of income, which will be recognised in the Statement of Comprehensive Income & Expenditure when specific performance related conditions have been met.

	Consolidated		London Business School	
	2024 £'000	2023 £'000	2024 £'000	2023 £'000
Tuition fees	41,121	39,615	39,604	38,169
Research grants received on account	4,264	5,318	4,264	5,318
Grant income	155	155	155	155
	45,540	45,088	44,023	43,642

21 Creditors: amounts falling due after more than one year

	Consolidated		London Business School	
	2024 £'000	2023 £'000	2024 £'000	2023 £'000
Accruals and deferred income	1,091	1,082	1,091	1,082
Unsecured Loans	85,000	85,000	85,000	85,000
	86,091	86,082	86,091	86,082

On 31 July 2014, the School entered into a revolving credit facility agreement with HSBC. The loan agreement was for the ten year period to 31 July 2024. As at 31 July 2024, this facility of £40,000,000 was unused. On 11 July 2024, the School entered into a revolving credit facility agreement with HSBC. The loan agreement is for the seven year period to 31 July 2031. As at 31 July 2024, this facility of £40,000,000 was unused.

On 17 February 2017 the School entered into a £35,000,000 unsecured loan with MetLife Insurance K.K. with a maturity date of 19 February 2052 with a fixed interest rate of 2.75% per annum.

On 24 February 2021 the School entered into unsecured loan agreements totalling £50,000,000 under a private placement with MetLife Insurance K.K., Metropolitan Tower Life Insurance Company (£25,000,000) and Legal & General Assurance Society Limited (£25,000,000). This long-term funding matures in 2041 (£25,000,000), 2049 (£5,000,000), 2056 (£10,000,000) and 2061 (£10,000,000). The annual fixed interest rate under each of these loans are 2.05%, 2.17%, 2.26% and 2.32% respectively. The funds under these loan agreements were drawn down in full on 4 March 2021.

22 Loans

	Consolidated		London Business School	
	2024 £'000	2023 £'000	2024 £'000	2023 £'000
Due within one year or on demand	-	-	-	-
Due in five years or more	85,000	85,000	85,000	85,000
Due after more than one year	85,000	85,000	85,000	85,000
Total unsecured loans	85,000	85,000	85,000	85,000

Notes to the financial statements *continued*

for the year ended 31 July 2024

23 Provisions

CONSOLIDATED and SCHOOL

	Defined benefit obligation on USS Pension £'000	Defined benefit obligation on SPS Pension £'000	**Total pensions provisions £'000**
At 1 August 2023	39,608	394	40,002
Utilised during the year	(1,086)	-	(1,086)
Revaluations in 2024	(38,522)	(394)	(38,916)
At 31 July 2024	-	-	-

USS Pension is a multi-employer scheme for entities not under common control. The School has entered into an agreement with the scheme that determines how the School will fund the deficit. This results in the recognition of a liability for the contributions payable that arise from the agreement (to the extent that they relate to the deficit) and the resulting expense in the Income & Expenditure statement in accordance with section 28 of FRS 102.

Further details are disclosed in note 31.

24 Financial instruments

	Consolidated		**London Business School**	
	2024 £'000	**2023 £'000**	**2024 £'000**	**2023 £'000**
Financial Assets				
Measured at Fair Value through comprehensive statement of income and expenditure				
Investments in common investment funds	64,784	56,312	-	-
Measured at undiscounted amounts receivable				
Trade and other receivables	10,147	10,379	3,342	1,939
Equity Instruments measured at cost less impairment				
Non-current asset investments in unlisted equity investments	2,308	3,086	-	-
Cash measured at amortised cost				
Cash and cash equivalents	59,474	60,046	58,847	59,812
	136,713	129,823	62,189	61,751
Financial Liabilities				
Measured at amortised cost				
Loans payable	85,000	85,000	85,000	85,000
Measured at undiscounted amounts payable				
Trade and other creditors	15,264	12,799	14,281	11,996
	100,264	97,799	99,281	96,996

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25 Income and expenditure reserve – endowment reserve

Endowment reserves are as follows:

	Permanent endowments £'000	Expendable endowments £'000	2024 Total £'000	2023 Total £'000
At 1 August				
Capital	59,591	-	59,591	57,612
Accumulated income	-	2,792	2,792	2,645
	59,591	2,792	62,383	60,257
New endowments	1,000	36	1,036	1,289
Investment income	876	-	876	273
Intra-group transfer	1,175	-	1,175	1,296
Transfers	(2,371)	1,146	(1,225)	-
Expenditure	-	(1,929)	(1,929)	(2,706)
	(320)	(783)	(1,103)	(1,137)
Increase / (decrease) in market value of investments	7,234	-	7,234	1,974
At 31 July	67,505	2,045	69,550	62,383
Represented by:				
Capital	67,505	-	67,505	59,591
Accumulated income	-	2,045	2,045	2,792
	67,505	2,045	69,550	62,383
Analysis by type of purpose:				
Chairs	16,974	-	16,974	15,295
Scholarships	35,295	1,596	36,891	33,103
Other	15,236	449	15,685	13,985
	67,505	2,045	69,550	62,383
Analysis by asset				
Fixed assets			67,092	59,398
Current asset investments			2,458	2,985
			69,550	62,383

The intra-group transfer represents funds that London Business School has agreed to transfer to its subsidiary, London Business School Anniversary Trust in instances where the endowment balance does not have an agreed amount of dividend / gilt income or accumulated capital growth.

Notes to the financial statements *continued*

for the year ended 31 July 2024

26 Income and expenditure reserve – restricted reserve

Reserves with restrictions are as follows:

	2024 Total £'000	2023 Total £'000
At 1 August	19,314	15,464
New donations	5,748	7,355
Transfer from expendable	1,225	-
Expenditure	(4,607)	(3,505)
	2,366	3,850
At 31 July	21,680	19,314

Analysis of other restricted funds/donations by type of purpose:	2024 Total £'000	2023 Total £'000
Scholarships	4,773	2,953
Other	16,907	16,361
	21,680	19,314

27a Cash and cash equivalents

	At 1 August 2023 £'000	Cash Flows £'000	At 31 July 2024 £'000
CONSOLIDATED			
Cash and cash equivalents	60,046	(572)	59,474
	60,046	(572)	59,474

Consolidated reconciliation of net debt	**£'000**
Net debt 1 August 2023	24,954
Movement in cash and cash equivalents	572
Net debt 31 July 2024	**25,526**
Change in net debt	572

27b Analysis of net debt

	2024 £'000	2023 £'000
Cash and cash equivalents	59,474	60,046
Borrowings: amounts falling due after more than one year		
Unsecured loans	85,000	85,000
	85,000	85,000
Net debt	25,526	24,954

28 Capital and other commitments

The consolidated London Business School group and the London Business School had no capital commitments at 31 July 2024 (2023: nil).

29 Contingent liabilities

The School has no contingent liabilities at 31 July 2024 (2023: nil).

The School has provided written undertakings to support the subsidiary companies, as appropriate, at twelve months from the date of approval of these financial statements.

30 Lease obligations

Total rentals payable under operating leases:

	2024 Land and buildings £'000	2024 Plant and equipment £'000	2024 Total £'000	2023 Total £'000
Payable during the year	2,923	25	2,948	3,185
Future minimum lease payments due:				
Not later than 1 year	2,958	25	2,983	3,227
Later than 1 year and not later than 5 years	11,319	-	11,319	11,118
Later than 5 years	773,679	-	773,679	653,439
Total lease payments due	787,956	25	787,981	667,784

During 2015/16 the School entered into a 125 year lease agreement for the main campus buildings, Sussex Place. During 2016/17 the School entered into a 128 year lease agreement for 27 Sussex Place (now known as North Building) and a 35 year lease agreement, with an option of a further 60 years for the Sammy Ofer Centre.

Notes to the financial statements *continued*

for the year ended 31 July 2024

31 Pension schemes

(a) Pension scheme details

The School makes contributions on behalf of members to two principal pension schemes and one closed scheme. Firstly, the School is a participating institution of the Universities Superannuation Scheme (USS). This is an open defined benefit scheme, with benefits accrued on either a final salary basis or career revalued earnings basis, according to specific membership criteria. The underlying assets of this scheme are managed and governed by the USS Trustee Board, which is an entirely separate entity to the School. Secondly, the School also sponsors a contract-based defined contribution scheme, provided through Scottish Widows. Lastly, the School sponsors a legacy defined benefit pension scheme for staff, the London Business School Pension & Assurance Scheme, which has been closed to future accrual since 1 August 2010. The assets are held in separate trustee-administered funds.

	2024 Total £'000	2023 Total £'000
Universities Superannuation Scheme	10,578	11,911
Scottish Widows	291	460
	10,869	12,371
London Business School Pension Scheme	2,000	900
Total contributions charged to the income and expenditure account	12,869	13,271

(b) USS

Pension costs

The total cost charged to the Statement of Comprehensive Income & Expenditure is £10,578,000 (2022/23: £11,911,000) as shown in notes 8 and 31a.

Deficit recovery contributions due within one year for the institution are £nil (2022/23: £2,356,000).

A deficit recovery plan was put in place as part of the 2020 valuation, which required payment of 6.2% of salaries over the period 1 April 2022 until 31 March 2024, at which point the rate would increase to 6.3%.

No deficit recovery plan was required under the 2023 valuation because the scheme was in surplus on a technical provisions basis. The institution was no longer required to make deficit recovery contributions from 1 January 2024 and accordingly released the outstanding provision to the profit and loss account.

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

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

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

31 Pension schemes *continued*

(b)USS *(continued)*

The key financial assumptions used in the 2023 valuation are described below. More detail is set out in uss.co.uk/about-us/valuation-and-funding/statement-of-funding-principles.

CPI assumption	Term dependent rates in line with the difference between the Fixed Interest and Index Linked yield curves less: 1.0% p.a. to 2030, reducing linearly by 0.1% p.a. from 2030
Pension increases (subject to a floor of 0%)	Benefits with no cap: CPI assumption plus 3bps Benefits subject to a "soft cap" of 5% (providing inflationary increases up to 5%, and half of any excess inflation over 5% up to a maximum of 10%): CPI assumption minus 3bps
Discount rate (forward rates)	Fixed interest gilt yield curve plus: Pre-retirement: 2.5% p.a. Post retirement: 0.9% p.a.

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

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

The current life expectancies on retirement at age 65 are:

	2024	**2023**
Males currently aged 65 years	23.7	24.0
Females currently aged 65 years	25.6	25.6
Males currently aged 45 years	25.4	26.0
Females currently aged 45 years	27.2	27.4

The assumptions used in calculating the liability were:

	2024	**2023**
Discount rate	0%	5.49%
Pensionable salary growth	Not required	3-5%
Headcount growth	Not required	1-5.5%

Notes to the financial statements *continued*

for the year ended 31 July 2024

31 Pension schemes *continued*

(c) SPS

The London Business School (the Employer) operates a final salary pension scheme, the London Business School Pension & Assurance Scheme (the Scheme). The Scheme is a Registered Pension Scheme under Chapter 2 of Part IV of the Finance Act 2004.

The Scheme was closed to all future accrual with effect from 1 August 2010.

The assets of the Scheme are held separately from those of the Employer. The value of the insured pensions (£981,000) is omitted from both assets and liabilities below for clarity.

The School and the Trustees of the Trust have granted the Scheme a floating charge over the Endowment Investments of the Trust to provide additional security for the Scheme's deficit. Under the terms of this charge, the School is required to maintain a balance on these investments of £40,000,000. During the year, the School has continually met the requirements of the floating charge.

Assets and liabilities at each year end:	**2024 £'000**	**2023 £'000**
Total market value of assets	22,257	20,384
Present value of liabilities	(21,381)	(20,778)
Surplus / (Deficit)	876	(394)

The amounts recognised in the profit and loss:	**2024 £'000**	**2023 £'000**
Net interest (expense) / income on defined benefit	(30)	233
Expenses paid from the Scheme	-	-
Total expense	(30)	233

The amounts recognised in the statement of comprehensive income and expenditure:	**2024 £'000**	**2023 £'000**
Actual return on assets	644	(82)
Return on assets included in net interest	(1,050)	(709)
Asset loss	(406)	(791)
Liability experience (loss)	(70)	(391)
Change of assumptions (loss) / gain	(284)	7,231
Irrecoverable surplus	(876)	-
Remeasurement (loss) / gain in the statement of comprehensive income and expenditure	(1,636)	6,049

31 Pension schemes *continued*

(c) SPS *(continued)*

Changes in the present value of the defined benefit liabilities:	**2024 £'000**	**2023 £'000**
Opening value of liabilities	20,778	27,159
Interest cost	1,020	942
Benefits paid	(771)	(483)
Expected value of liabilities at end of the year	21,027	27,618
Liability experience loss	70	391
Change of assumptions loss / (gain)	284	(7,231)
Closing value of liabilities	21,381	20,778

Changes in the value of the assets:	**2024 £'000**	**2023 £'000**
Assets at beginning of the year	20,384	20,049
Expected return on assets	1,050	709
Employer contributions	2,000	900
Benefits paid	(771)	(483)
Expenses	-	-
Expected assets at end of the year	22,663	21,175
Loss on Scheme assets	(406)	(791)
Assets at end of the year	22,257	20,384

The main actuarial assumptions used to value the liabilities:	**2024**	**2023**
Discount rate	5.00%	5.00%
Price inflation (RPI)	3.10%	3.10%
Price inflation (CPI)	2.80%	2.80%
Future increases to pensions in deferment	2.80%	2.80%
Future increases to pensions in payment	3.00%	3.00%
Mortality table	S3PxA CMI 2023 projection with 1.5% long term rate	S3PxA CMI 2022 projection with 1.5% long term rate

The total value of the assets (excluding annuities):	**2024**	**2023**
Buy out aware funds	98%	-
Equities	-	30%
DGFs	-	29%
Bonds	-	20%
Property	-	18%
Cash / Other	2%	3%

Notes to the financial statements *continued*

for the year ended 31 July 2024

32 Related party transactions

All transactions involving organisations in which members of the Governing Body or Senior Management have an interest, including those identified below, are conducted at arm's length and in accordance with the School's financial regulations. An updated register of interests of the Governing Body is maintained.

During the year certain governors and senior management earned consultancy fees from a subsidiary of the School, the Centre for Management Development Company Limited.

	2024 £	2023 £
Professor Julian Birkinshaw	40,000	-
Professor Herminia Ibarra	27,000	67,000
Professor Anna Pavlova	-	21,000
Professor Rajesh Chandy	-	9,000

There were no amounts owed to the above individuals at the end of the year (31 July 2023: £Nil)

The President of the London Business School Students' Association ('LBSSA') is also a member of the Governing Body. During the year, the School made general contributions to LBSSA of £421,000 (2023: £406,000) and specific sponsorship of £6,000 (2023: £6,000). The School also charged LBSSA for catering services amounting to £315,000 (2023: £299,000) and financial administrative services of £71,000 (2023: £53,000). The School also donated estate services of £2,000 (2023: £2,000). At the year end, the School owed an amount of £33,000 to LBSSA (2023: £5,000).

Donations to the School include donations from 15 (2023: 22) Governing Body members, either as individuals or Foundations associated with the member, totalling £1,668,000 (2023: £4,826,000).

As allowed under FRS 102 'Related party transactions', transactions and balances between 100% owned group entities have not been disclosed as they have been eliminated on consolidation

33 Subsidiary undertakings

The subsidiary companies (all of which are registered in England & Wales), wholly-owned or effectively controlled by the School, are as follows:

Company	Principal Activity	Status
London Business School Trading Company Limited	Provision of the trading activities of the School	100% owned
London Business School Anniversary Trust	Provision of the charitable purpose of the School	100% owned
Centre for Management Development Company Limited	Provision of education in the field of business studies	100% owned
London Business School Trust Company Limited	Dormant	100% owned

34 Connected charitable institutions

A number of charitable institutions are administered by or on behalf of the School and have been established for its general or special purposes. One of the connected institutions is included as a subsidiary undertaking. As a result, under paragraph 28 of Schedule 3 to the Charities Act 2011, this connected institution is exempt from registration with the Charity Commission. Another entity is an associate, the results of which are included in these consolidated financial statements. There is one connected entity which is not included in the consolidation since the School does not have any control over their activities. The movements in the year on the total funds of all connected institutions, as reported in their own financial statements, were as follows:

	Opening balance	Income	Expendi-ture	Change in market value	Closing balance
	£'000	£'000	£'000	£'000	£'000
Consolidated					
London Business School Anniversary Trust	83,021	17,396	(14,511)	7,235	93,141
Global Entrepreneurship Research Association (GERA) (31 December 2023)	880	694	(575)	-	999
Not consolidated					
London Business School Student Association (31 July 2023)	1,102	2,173	(2,339)	-	936

London Business School has a subsidiary and connected charity, London Business School Anniversary Trust, the results of which are consolidated within these financial statements. This entity has been set up by trust deed and is an exempt charity. The purpose of London Business School Anniversary Trust is to raise funding for the School to support scholarships, chair awards and develop the infrastructure of the School, as well as build permanent endowments for the School.

GERA is a company limited by guarantee and has no share capital. It was a joint venture between London Business School and Babson College. The School has no management in the company but retains the right to appoint a management nominee .

London Business School Student Association is a private company limited by guarantee. It was incorporated on 18 February 2011; on 28 March 2011 the company also became a registered charity (number 1140901). The Trustees are the sole members of the charitable company and their liability is limited to £1 in a winding up. The Trustees have control of the Student Association's property and funds. The day-to-day administration and financial management is delegated to the executive members of the Student Association.

Notes to the financial statements *continued*

for the year ended 31 July 2024

35 US Department of Education Financial Responsibility Supplemental Schedule

In satisfaction of its obligations to facilitate students' access to US federal financial aid, the School is required, by the US Department of Education, to present the following Supplemental Schedule in a prescribed format.

The amounts presented within the schedules have been:

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

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

Primary Reserve Ratio

Note/Schedule			**2024 £'000**	**2024 £'000**	**2023 £'000**	**2023 £'000**
		Expendable Net Assets:				
Consolidated Balance Sheet	Consolidated Balance Sheet – Unrestricted Reserves	Net assets without donor restrictions		200,072		156,236
Consolidated Balance Sheet	Consolidated Balance Sheet – Restricted Reserves	Net Assets with donor restrictions		91,230		81,697
N/A	N/A	Secured and Unsecured related party receivable	-		-	
N/A	N/A	Unsecured related party receivable		-		-
13	Consolidated Balance Sheet – Tangible Assets, net	Property, plant and equipment, net (includes Construction in progress)	307,393		305,327	
37	Note of the Financial Statements – 37 – Analysis of non current assets for US Financial Responsibility Supplement Schedule	Property, plant and equipment – pre-implementation		297,105		296,013

35 US Department of Education Financial Responsibility Supplemental Schedule *continued*

Note/Schedule			2024 £'000	2024 £'000	2023 £'000	2023 £'000
N/A	N/A	Property, plant and equipment – post-implementation with outstanding debt for original purchase		-		-
37	Note of the Financial Statements – 37 – Analysis of non current assets for US Financial Responsibility Supplement Schedule	Property, plant and equipment – post implementation without outstanding debt for original purchase		4,500		5,907
37	Consolidated Balance Sheet – Tangible Assets, net	Construction in progress		9,404		3,407
N/A	N/A	Lease right-of-use asset, net	-		-	
N/A	N/A	Lease right-of-use asset pre-implementation		-		-
N/A	N/A	Lease right-of-use asset post-implementation		-		-
12	Consolidated Balance Sheet – Intangible Assets	Intangible assets		13,047		6,308
23	Consolidated Balance Sheet – post-employment and pension liabilities	Post-employment and pension liabilities		-		40,002
22	Consolidated Balance Sheet – Loans	Long-term debt – for long term purposes	85,000		85,000	
22	Consolidated Balance Sheet – Loans	Long-term debt – for long term purposes pre-implementation		35,000		35,000
22	Consolidated Balance Sheet – Loans	Long-term debt – for long term purposes post-implementation		50,000		50,000
N/A	N/A	Line of Credit for CIP		-		-
N/A	N/A	Lease right-of-use asset liability	-		-	

Notes to the financial statements *continued*

for the year ended 31 July 2024

35 US Department of Education Financial Responsibility Supplemental Schedule *continued*

Note/Schedule			**2024 £'000**	**2024 £'000**	**2023 £'000**	**2023 £'000**
N/A	N/A	Pre-implementation right-of-use leases		-		-
N/A	N/A	Post-implementation right-of-use leases		-		-
N/A	N/A	Annuities with donor restrictions		-		-
N/A	N/A	Term endowments with donor restrictions		-		-
N/A	N/A	Life income funds with donor restrictions		-		-
25	Consolidated Balance Sheet – endowment reserve	Net assets with donor restrictions: restricted in perpetuity		69,549		62,383
		Total Expenses and Losses:				
Consolidated Statement of Comprehensive Income and Expenditure	Consolidated Statement of Comprehensive Income and Expenditure – total expenditure Total expenditure (£165,363k) less Note 25 endowment reserve expenditure (£1,929k) and Note 26 restricted reserve expenditure (£4,607k)	Total expenses without donor restrictions – taken directly from Statement of Activities		158,827		179,490
Consolidated Statement of Comprehensive Income and Expenditure	Consolidated Statement of Comprehensive Income and Expenditure – (Investment income £3,731k, gain on investments (£7,235k)) – net gain not included	Non-Operating and Net Investment (loss)		-		-
Consolidated Statement of Comprehensive Income and Expenditure	Consolidated Statement of Comprehensive Income and Expenditure – (investment income £3,731k, gain on investments £7,235k) – net gain not included	Net investment losses		-		-

35 US Department of Education Financial Responsibility Supplemental Schedule *continued*

Note/Schedule			**2024 £'000**	**2024 £'000**	**2023 £'000**	**2023 £'000**
Consolidated Statement of Comprehensive Income and Expenditure	Consolidated Statement of Comprehensive Income and Expenditure – actuarial loss in respect of pension scheme – pension gains are not included	Pension -related changes other than net periodic costs		-		-

Equity Ratio:

		Modified Net Assets:				
Consolidated Balance Sheet	Consolidated Balance Sheet – unrestricted reserves and non-controlling interest	Net assets without donor restrictions		200,072		156,236
Consolidated Balance Sheet	Consolidated Balance Sheet – restricted reserves	Net assets with donor restrictions		91,230		81,697
12	Consolidated Balance Sheet – intangible assets	Intangible assets		13,047		6,308
N/A	N/A	Secured and Unsecured related party receivable	-		-	
N/A	N/A	Unsecured related party receivables		-		-
Consolidated Balance Sheet	Consolidated Balance Sheet – total assets	Total assets		465,772		446,971
N/A	N/A	Lease right-of-use asset pre-implementation		-		-
N/A	N/A	Pre-implementation right-of-use leases		-		-
12	Consolidated Balance Sheet – intangible assets	Intangible assets		13,047		6,308
N/A	N/A	Secured and Unsecured related party receivable	-		-	
N/A	N/A	Unsecured related party receivables		-		-

Notes to the financial statements *continued*

for the year ended 31 July 2024

35 US Department of Education Financial Responsibility Supplemental Schedule *continued*

Note/Schedule			2024 £'000	2024 £'000	2023 £'000	2023 £'000
Net Income Ratio:						
Consolidated Statement of Comprehen-sive Income and Expenditure	Consolidated Statement of Comprehensive Income and Expenditure – total comprehensive income Unrestricted comprehensive gain £43,836k.	**Change in Net Assets Without Donor Restrictions**		43,836		12,433
Consolidated Statement of Comprehen-sive Income and Expenditure	Consolidated Statement of Comprehensive Income and Expenditure – total income Total income £211,135k, less investment income £3,731k, plus, actuarial gain £364k, share of gain in associate/joint venture £(34)k. Losses are not included	**Total Revenues and Gains**		207,768		200,817

36 Analysis of non-current assets for US Financial Responsibility Supplemental Schedule

	Note	As at 1 August 2023 £'000	Transfers £'000	Additions £'000	Disposals £'000	Revaluation £'000	Depreciation on existing assets £'000	Depreciation on new assets £'000	As at 31 July 2024 £'000
Cost of asset type									
Tangible	13	336,830	3,616	1,514	(1,721)	-	-	-	340,239
Assets under construction	13	3,483	-	9,404	-	-	-	-	12,887
		340,313	3,616	10,918	(1,721)	-	-	-	353,126
Depreciation									
Tangible	13	34,986	-	-	(1,721)	-	8,222	630	42,117
		34,986	-	-	(1,721)	-	8,222	630	42,117
Net book value		305,327	3,616	10,918	-	-	(8,222)	(630)	311,009

	Existing assets £'000	Transfers £'000	New assets £'000	Construction in progress (CIP) assets £'000
Cost of asset type				
Tangible	335,109	3,616	1,514	-
Assets under construction	3,483	-	-	9,404
	338,592	3,616	1,514	9,404
Depreciation by type				
Tangible	41,487	-	630	-
	41,487	-	630	-
Net book value	297,105	3,616	884	9,404

Governing Body

as at November 2024

Dr David Pyott CBE (Chair)
Member, Supervisory Board, Royal Philips

Professor Julian Birkinshaw
(retired 31 July 2024)
Vice-Dean, Professor of Strategy and Entrepreneurship

Nina Bohn
(retired 31 December 2023)
Director, Principal Gifts and External Relations, Asia Pacific

Ms Ann Cairns
(appointed 29 November 2023)
Chair, Crown Agents Bank

Mr Roger Carlsson
CEO, FCT Europe Ltd

Professor Rajesh Chandy
Professor of Marketing, Tony and Maureen Wheeler Chair in Entrepreneurship, Academic Director, Wheeler Institute for Business and Development

Professor Sendil Ethiraj
Deputy Dean (Faculty) and Professor of Strategy and Entrepreneurship

Mr Lars Fjeldsoe-Nielsen
(retired 31 October 2024)
Founder and Managing Partner, Nielsen Ventures, 2xN

Mr Richard Frost
Secretary to Governing Body

Ms Helen Foley
(appointed 1 January 2024)
MBA Programme Director

Mr Gonzalo Garcia

Professor Sergei Guriev
(appointed 1 August 2024)
Dean

Professor Herminia Ibarra
Charles Handy Professor of Organisational Behaviour

Ms Priyal Keni
(retired 31 May 2024)
President, Student Association

Ms Hind Bin Khirbash
(appointed 2 July 2024)
CEO, Emirates National Investment

Professor Oded Koenigsberg
(appointed 1 August 2024)
Deputy Dean, Degree Education and Digital Learning and Professor of Marketing

Mr Ryan Kruger
Chair, Alumni Council and Managing Partner, 10Elms

Mr Savio Kwan
Co-Founder, Partner and CEO, A & K Consultant Co. Ltd.

Ms Anna Marrs
Group President, Global Commercial Services and Credit & Fraud Risk, American Express

Mr Henry Obi CBE
Partner and Head of Public and Regulatory Affairs, Helios Investment Partners LLP

François Ortalo-Magné
(retired 31 July 2024)
Dean

Professor Anna Pavlova
Professor of Finance

Ms Christiana Riley
Regional Head of North America, Banco Santander

Mr Zhen Ren Teo
(appointed 1 June 2024)
President, Student Association

AUDIT & RISK COMMITTEE
Reports to Governing Body
Chair:
Mr Henry Obi CBE
Members:
Mr Roger Carlsson
Mr Ryan Kruger
Mr Gary Narunsky
Secretary:
Mr Richard Frost, Secretary

In attendance:
Professor Sergei Guriev, Dean
Ms Joyce Bill, Chief Financial Officer & Treasurer
Ms Tracy Siu, Deputy Chief Financial Officer

FINANCE COMMITTEE
Reports to Governing Body
Chair:
Mr Gonzalo Garcia
Members:
Ms Hind Bin Khirbash
Ms Anna Marrs
Dr David Pyott CBE
Secretary:
Ms Tracy Siu, Deputy Chief Financial Officer

In attendance
Professor Sergei Guriev, Dean
Ms Joyce Bill, Chief Financial Officer & Treasurer
Professor Florin Vasvari

GOVERNANCE & NOMINATIONS COMMITTEE
Reports to Governing Body
Chair:
Ms Ann Cairns
Mr Gonzalo Garcia
Professor Sergei Guriev, Dean
Ms Anna Marrs
Secretary:
Mr Richard Frost, School Secretary

REMUNERATION COMMITTEE
Reports to Governing Body
Chair:
Ms Christiana Riley
Members:
Mr Savio Kwan
Dr David Pyott CBE
Secretary:
Ms Jane Gibbon, Chief People Officer

Professional advisors

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