

THE ROYAL ZOOLOGICAL SOCIETY OF SCOTLAND

**Annual Report and Consolidated Financial Statements
For the year ended 31 December 2024**

THE ROYAL ZOOLOGICAL SOCIETY OF SCOTLAND

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THE ROYAL ZOOLOGICAL SOCIETY OF SCOTLAND

Introduction from the Chair of the Board of Trustees

The Royal Zoological Society of Scotland (RZSS) is dedicated to a bold and vital vision: a world where nature is protected, valued, and loved. To achieve this, we have set three key pledges for 2030: to reverse the decline of at least 50 species, strengthen connections with nature for over a million people, and empower more than 100 communities to better protect nature. In 2024, we made significant progress toward these targets.

One of the most exciting conservation milestones of the year was the birth of the first wildcat kittens in the wild as part of the Saving Wildcats partnership, marking a crucial step in recovering Scotland's 'Highland tiger.' Our efforts extended to other native species, with thousands of pine hoverfly larvae released into the Cairngorms Connect Landscape and the addition of critically endangered medicinal leeches and blood-red long-horned beetles to our invertebrate breeding programmes.

Beyond Scotland, we continued to support global conservation efforts, protecting giant armadillos and anteaters in Brazil, safeguarding chimpanzees in Uganda, and working with species such as Asian elephants and Bengal floricans. Our reach now spans 31 species worldwide.

Our genetics team added over 1,000 new genetic samples to the Biobank, enhancing and informing species conservation efforts for years to come. Veterinary research also advanced our understanding of how to protect the critically endangered flapper skate, a native species in Scottish waters.

We remain committed to making nature more accessible and inclusive. In 2024, we welcomed over 524,000 visitors to Edinburgh Zoo and 123,000 to Highland Wildlife Park. To improve affordability, we introduced a reduced ticket offer for those receiving Universal Credit, which proved highly popular, selling nearly 25,000 tickets. Encouragingly, 87% of visitors using this offer said they would return, and 68% wanted to learn more about protecting nature.

Membership numbers grew to 48,000, reflecting a deepening public commitment to our mission. Feedback suggests many members were drawn by exciting new experiences at both sites, including the launch of Scotland's Wildlife Discovery Centre at Highland Wildlife Park in July 2024. This project will conclude in 2025 with the refurbishment of the existing visitor centre.

Community engagement remains a priority. The Nature Connections programme at Highland Wildlife Park supported volunteers with complex needs and promoted well-being whilst helping protect Scotland's wildlife. Meanwhile, we continued to expand outreach at Edinburgh Zoo, ensuring more people benefit from meaningful connections with nature.

Sadly, 2024 also brought the heartbreaking loss of some beloved animals, most notably baby red panda Roxie, who died on Bonfire Night due to stress from fireworks. Her death spurred us to launch a campaign advocating for a ban on public fireworks sales in the UK, which gained worldwide media attention. We're still fighting that battle but there is optimism that Edinburgh Council and others may take positive action soon.

On a more positive note, the birth of a rare pygmy hippo at Edinburgh Zoo in October sparked global attention after becoming a social media sensation and even being adopted as the official mascot of Radio 1. This surge in popularity led to increased visitor numbers from across the UK and beyond, demonstrating the power of certain animals to capture public imagination. Many visitors may have since come to see Haggis but left with a lasting impression from Edinburgh Zoo's other incredible animals.

As a modern charity, sustainability is a core focus. A solar field has been installed at the top of Edinburgh Zoo. Since opening in Spring, it has generated 24% of our electricity usage, saving the equivalent of 81 tonnes of carbon emissions.

That's great but, with the effects of climate change becoming increasingly evident, and extreme weather events impacting both humans and wildlife we must redouble our efforts and continue to look to the dedication of our trustees, staff, members, volunteers, supporters, and partners to take action to halt biodiversity decline and create a world where nature is protected, valued, and loved.

Professor Mary Bownes

Chair

May 2025

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Vision, Mission and Pledges

RZSS is a wildlife conservation charity with a bold vision:

A world where nature is protected, valued and loved.

With more than a million species at risk of extinction, our planet's life support system is in crisis. This is why the RZSS strategy, launched in 2022, includes three ambitious pledges.

- The first pledge is to **reverse the decline of at least 50 species by 2030**, from pine hoverflies and wildcats in the Cairngorms National Park, to chimpanzees in Uganda, giant anteaters in Brazil and many more.
- We cannot achieve our vision alone, nature needs us to act together. This is why we have also pledged to **create deeper connections with nature for more than a million people by 2030**. Making nature more accessible is fundamental because people protect and value what they love and understand. Edinburgh Zoo and Highland Wildlife Park are our gateways to the natural world through which people can experience nature. They can learn about the challenges facing wildlife and discover how we harness our expertise in conservation science and animal care to save species from extinction. Our zoos will therefore be the cornerstones of our pledge.
- Our third pledge is to **enable more than 100 communities to better protect nature by 2030**. Stronger communities have a greater capacity to care for wildlife – through our zoos and our global reach we can help people realise the mental and physical health and wellbeing benefits of being close to nature.

Now is the time to work more collaboratively than ever before, using the skills and experience of all who hold nature dear.

Now is the time to win hearts and minds, ensuring everyone recognises the true value of nature and its crucial role in our health, wellbeing, prosperity and happiness.

Now is the time to inspire and empower people and communities to love and protect nature for today, tomorrow and generations to come.

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Achievements

Conservation and science

RZSS aims to assist with the recovery of 50 species globally by 2030

- **Restoring species**
RZSS will reverse the decline of threatened species, working in partnership to ensure biodiversity recovery is a driver for wider environmental restoration
- **Zoos for conservation breeding and support**
RZSS zoos will raise their conservation impact by maintaining animal populations in support of conservation breeding for release programmes linked to our wildlife restoration work and other internationally recognised conservation action plans and seek to drive increased funding to RZSS conservation activities in the wild
- **Advancing species recovery science**
RZSS will increase our capacity, application and sharing of expertise in species recovery science
- **Our wilding responsibility**
RZSS will strengthen the natural biodiversity of all our sites

In 2024:

Restoring species

- RZSS actively worked with 31 threatened species (with all species being assessed for preservation of their genetic diversity in line with United Nation Convention on Biological Diversity COP15 targets).

Pine hoverfly, *Blera fallax* (Scotland)
Dark bordered beauty moth, *Epione vespertaria* (Scotland)
European medical leech, *Hirudo medicinalis* (Scotland)
Pond mud snail, *Omphiscola glabra* (Scotland)/ East Lothian
Small scabious mining bee, *Andrena marginata* (Scotland /Highland Wildlife Park)
Eurasian beaver, *Castor fiber* (Scotland)
Wildcat, *Felis silvestris* (Scotland)
Capercaillie, Tetrao urogallus, (Scotland)
Blood red longhorn beetle (*Anastrangalia sanguinolenta*) (Scotland)
Flapper skate (*Dipturus intermedius*) (Scotland)
Scottish squirrels (*Sciurus vulgaris*) (Scotland)

Dama gazelle, *Nager dama* (Sahel, global scale)
Addax, *Addax nasomaculatus* (Sahel, global scale)
Scimitar-horned oryx, *Oryx dammah* (Chad, global scale)
Giraffe, *Giraffa camelopardalis* (Northern giraffe population/subspecies/species)
Wolf, *Canis lupus* (Himalayan wolf population/subspecies/species) (Nepal)
Nubian ibex, *Capra nubiana* (Oman)
Pallas's cat, *Otocolobus manual*, (Central Asia, global scale)
Asian elephant, *Elephas maximus* (Cambodia)
Giant armadillo, *Priodontes maximus*, (Brazil)
Giant anteater, *Myrmecophaga tridactyla*, (Brazil)
Chimpanzee, *Pan troglodytes*, (Uganda)
Siamese crocodile, *Crocodylus siamensis*, (Cambodia)
Roti Island snake-necked turtle, *Chelodina mccordi* (Indonesia (Lesser Sunda Is.); Timor-Leste, global scale)
Northern rockhopper penguin, *Eudyptes moseleyi* (Tristian da Cunha)
Nahan's partridge (*Ptilopachus nahani*) (Uganda)
Bengal Florican (*Houbaropsis bengalensis*) (Cambodia)
Hyacinth macaw (*Anodorhynchus hyacinthinus*) (Brazil)
Caracal (Central Asia),
Christy's tree frog (Uganda)
Partula snail (French Polynesia)

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- Released an additional nine wildcats into the Cairngorm Connect Landscape for the Saving Wildcats project and recorded evidence of 24 kittens born in the wild to released females – incredible success for such an early stage of a reintroduction project.



- Conducted the first large-scale survey of the critically endangered blood red longhorn beetle since the 1970s, resulting in records for 160 individual beetles – more than has been recorded for this species in the past 100 years put together.
- A pioneering new conservation breeding programme for medicinal leeches produced its first clutch of youngsters.



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Zoos for conservation breeding and support

- Edinburgh Zoo and Highland Wildlife Park animal collection planning process continued to support conservation breeding for release programmes linked to our wildlife restoration work. The collection planning process looks at how each species contributes to our strategic goals and how it aligns with our responsibilities as a member of the European Association of Zoos and Aquaria (EAZA). Important arrivals into our collections this year included; capybara, cheetah, Cashmere goats, and the return of binturong and titi monkeys. Additionally we saw the arrival of 9 owls seized by the SSPCA. The birth of our much publicised pygmy hippo baby, Haggis, was a particular highlight, as was the birth of our first ever vicuña cria and another set of elk twins.

Advancing species recovery science

- The RZSS WildGenes Biobank supports conservation research and the long term preservation of biodiversity. In 2024, the biobank accepted 1,060 new samples, taking the number of species held in the biobank to 527.



- The RZSS WildGenes team contributed to the release of 6 dama gazelles into one of Chad's largest reserves from a conservation breeding centre. RZSS WildGenes is advising on the breeding strategy for this critically endangered species. The team also supported the Giraffe Conservation Foundation to monitor its giraffe reintroduction programmes across Uganda and supported the conservation breeding facility at the Royal University of Phnom Penh in Cambodia with genetic testing of Siamese crocodiles.
- Secured a listing for Pallas's Cats on the UN Convention for Migratory Species (CMS) after months of work culminated in attendance at the CMS COP14 in Uzbekistan.

Our wilding responsibility

- The Biodiversity Action Plan for Highland Wildlife Park was implemented and progressed to enhance natural environments, including finalisation of a woodland management plan, management of wetland habitat, development of habitats for the resident small scabious mining bee, and nest monitoring activity for the resident wading birds.

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Engagement

RZSS will create stronger connections with nature for more than a million people by 2030

- **Wild opportunities**
RZSS will provide opportunities for more people from diverse backgrounds to positively experience nature
- **Emotional connections with nature**
RZSS will increase connections to the wild by enabling people to form stronger bonds with nature
- **Empowering through learning**
RZSS will increase knowledge and understanding of the natural world to enable people to support and protect nature
- **Influencing to support nature**
RZSS will influence communities, groups, individuals, organisations and public policy to take positive actions for the environment and nature

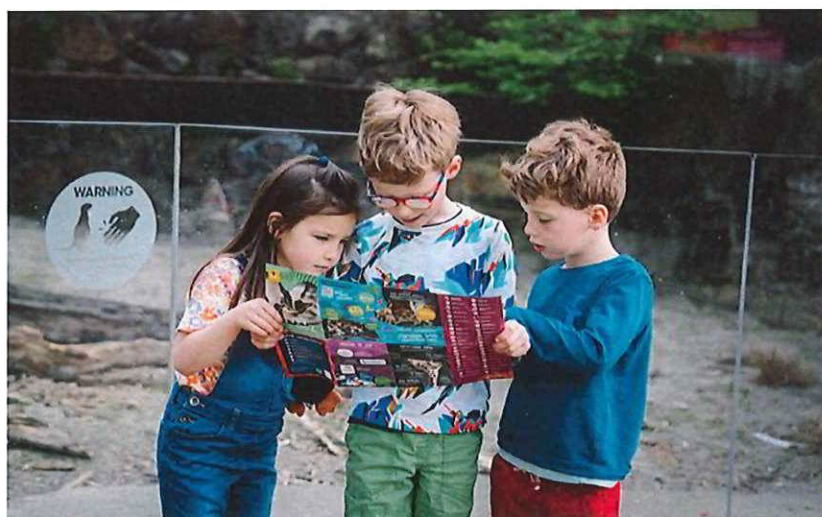
In 2024:

Wild opportunities

- Welcomed 524,000 visitors to Edinburgh Zoo and 123,000 visitors to Highland Wildlife Park.
- Introduced a new reduced price ticket for those receiving Universal Credit, which proved highly popular, selling nearly 25,000 tickets.
- Continued to improve accessibility to our sites including the availability of a mobility vehicle at Edinburgh Zoo (which helped 15,500 visitors) and the launch of a shuttle bus at Highland Wildlife Park between Aviemore and the park (to improve access for those without a car). In addition, improvements have been made to way finding, viewing areas and toilets to make the parks more accessible and inclusive.

Emotional connections with nature

- A new Edinburgh Zoo map was launched as part of an interpretation and experience project. The map has been completely redesigned with additional information specifically requested by visitors.



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- The Learning and Discovery Team developed and implemented new talks, tours and sessions in addition to roving and exhibit oversight duties. At Highland Wildlife Park private reserve tours were introduced at the start of the summer. Onsite daily talks reached over 80,000 visitors across our two sites, rangers engaged directly with a further 50,000 visitors and there were more than 10,000 events, tours and workshops.

Empowering through learning

- There were over 23,000 school learners at Edinburgh Zoo and Highland Wildlife Park and a further 6,000 learners enjoyed a virtual zoo experience. Our 'Inclusion of Self in Nature' survey, designed to allow us to measure the impact of our work on peoples' nature connectedness, has been embedded in our formal leaving programme and recorded an increase in nature connectedness of 20%.
- Designed to spark interest in careers in science, technology, engineering and maths (STEM), the RZSS partnership with the Science Skills Academy connected with 215 learners from 5 schools from across the Kingussie area.
- The RZSS digital learning environment, ZOOdle, offers free online resources to help learners, families and schools discover more about conservation. The platform has gone from strength to strength this year, finishing 2024 with a total of over 2.2m page views (2023: 1.4m) from over 121,000 visitors (2023: 89,000) across all 7 continents. This means that every user to our website is performing an average of 20 interactions during their visits, which is fantastic engagement! Zoodle also recorded views from 25 of the 44 countries on the UN list of least developed countries including 5 countries that hadn't been reached before.
- Through a partner funded bursary school programmes, we have been able to support more than 1,842 learners overcome barriers, such as the cost of travel, and engage with nature across both sites.

Influencing to support nature

- David Field continued as Vice President of the World Zoo and Aquarium Association (WAZA) and a council member of the European Association of Zoos and Aquaria (EAZA) and the British and Irish Association of Zoos and Aquariums (BIAZA).
- David Field was also appointed as Co-Chair of the Reverse the Red Committee – a global coalition of conservation organisations which works to implement Target 4 of the Kunming Montreal Global Biodiversity Framework.
- Ben Supple (Deputy CEO) and Alan Bannon (Head of Communications and Public Affairs) are members of the BIAZA Public Affairs Working Group.
- RZSS expertise also provided unique insight to many environmental and conservation groups including: the Scottish Beaver Forum, the Nation Reintroduction Forum and the IUCN Species Survival Commission specialist groups.
- RZSS continued to press policy and decision makers to increase funding for wildlife conservation; to ensure that species restoration is given its rightful place in forthcoming legislation to protect the natural environment. During the year RZSS called for a ban on the public sale of fireworks.

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Community

RZSS will enable more than 100 communities to better protect nature by 2030

- **Improving wellbeing through nature**
RZSS will improve the wellbeing of communities, groups and individuals through access to nature
- **Volunteering for nature**
RZSS will enable communities, groups and individuals to enhance life-skills, opportunities and wellbeing through volunteering
- **Our zoos as a community resource**
Our zoos will be a resource to support local initiatives and strengthen communities, harnessing the unique convening power of nature
- **Our zoos as a scientific resource**
Our zoos will be a widely accessed scientific resource to deepen our connection with the natural world through increased knowledge and understanding
- **(Net) Zero carbon zoos**
RZSS will reduce our carbon footprint by 60% by 2030 and develop a strategy to be net zero by 2040
- **The RZSS Family**
RZSS will create an RZSS community in Scotland and across the world, in support of nature

In 2024:

Improving wellbeing through nature

- Our community outreach offering has expanded hugely this year, reaching new demographics and audiences, allowing us to break barriers to accessing nature supporting people in the way that they need, on or off site. In total we have worked with 259 organisations, from 44 different communities. Partnerships between Highland Wildlife Park and Cairngorms National Park Authority Health Walks, Alzheimer Scotland, Cairngorms Pride, Aviemore library and Carrbridge Primary School After school club were all well established. At Edinburgh Zoo we strengthened our relationship with Cyranians, local libraries and Edinburgh Children's Hospital while developing programmes with Broomhouse hub, the Maggie Centre and LGBT Youth Scotland.
- We expanded our outreach capacity, reaching over 1000 individuals outside of Edinburgh Zoo in sessions, talks and workshops. Standouts include weekly sessions with the Edinburgh Children's Hospital Charity at the Royal Hospital for Children and Young People and family workshops at Dreggorn Barracks.

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Volunteering for nature

- RZSS benefits significantly from the active support of volunteers both at Edinburgh Zoo and Highland Wildlife Park. The work and dedication of our volunteers makes a huge difference and we thank them for all they do. Without their time, effort and unfaltering commitment to our cause we simply could not deliver the levels of informal public engagement with visitors throughout the year. During the year volunteers increased in number (Edinburgh Zoo: 203 and Highland Wildlife Park: 38).

Volunteers undertake a wide range of activities which include supporting staff, visitor engagement, assisting with formal education sessions, acting as animal wardens and general administration. Volunteers are required to attend training and are subject to appropriate oversight to ensure they remain safe and follow our policies and procedures.

- Nature Connections, an accessible, inclusive weekly community volunteer group at Highland Wildlife Park continued to thrive. The programme hosts individuals with a variety of additional support needs from local care providers (Caberfeidh Horizons, Richmond and LGSC Care) and provides a safe, supported and fun space for everyone to have new experiences, meet new people and spend time outside while contributing to conservation activities. To date 35 volunteers with additional support needs have benefited from the programme.



Our zoos as a community resource

- Work on the buildings for Scotland's Wildlife Discovery Centres continued this year, and the team were thrilled to move into the new Learning Hive, A' Chaonnag. The space has hosted multiple conferences (internal and external) and become a hub from which groups and communities can explore the Highland Wildlife Park.

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Our zoos as a scientific resource

- Released nine peer-reviewed publications including new work on stress and recreational angling in flapper skate, genetic tools to conserve Nubian ibex, and health research on the UK ex-situ wildcat population.
- Continued the research programme at Living Links and the Budongo Research Unit in partnership with St Andrews University.

(Net) Zero carbon zoos

- Edinburgh Zoo's impressive new solar meadow was switched on in mid- June, making RZSS the leading zoo in the UK for green energy generation and number 3 in Europe. So far the meadow's generation performance has met expectation delivering 3,934,000 kWh in the first 6 months.
- Both Edinburgh Zoo and Highland Wildlife Park scored full marks for their ISO 14001, annual environmental audit and there were no issues identified as requiring attention.
- Free water dispensers have been installed near the entrance to Edinburgh Zoo giving visitors the opportunity to refill with chilled ultra filtered still or sparkling water.
- Our sustainability newsletter, APE vine, was sent out to all staff, including updates from the green team, which now comprises 25 members of staff from all departments at both sites.
- Additional bike storage facilities were installed to encourage active travel to our sites for both visitors and staff.

The RZSS family

- Delighted to have reached an all-time record number of RZSS members of 48,274 allowing a growing number of supporters to enjoy unlimited great days out at Edinburgh Zoo and Highland Wildlife Park. This continued popularity reflects the opportunity to pay by monthly direct debit online and increased promotional activity at both parks with a focus on value for money. The new improved membership magazine has been very well received.

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Financial review

Trading performance

Income

Total income in 2024 of £24.6m was £2.8m lower than 2023 (£27.4m).

Visitor numbers in 2024 were 647k, 12% lower than in 2023 (734k), principally due to unsettled weather in key holiday periods in the first half of the year. As a result, visitor income decreased by £1.6m (17%) and trading income (revenue from the retail shop and cafes) decreased by £1.0m (17%).

Income from grants and donations in 2024 of £5.2m was £1.7m lower than in 2023 reflecting the funding received for the development of three new visitor hubs at the Highland Wildlife Park in 2023. Income in 2024 from legacies of £1.1m was £1.0m higher than in 2023 following the receipt of a significant legacy.

Membership numbers and income however continue to grow. Annual membership has been popular and the year ended with 48,274 members, an increase of 3,358.

Principal income movements (£m)

Income 2023	£27.4
Visitors	-£1.6
Trading (retail/catering)	-£1.0
Grants and donations	-£1.7
Legacies	£1.0
Membership	£0.5
Income 2024	£24.6

Expenditure

Total expenditure in 2024 of £24.5m was £0.6m higher than 2023 (£23.9m).

Staff costs increased significantly in the year with the increase in the real living wage and the application of the pay and grading system. The increase in support costs reflects an extensive programme of repairs and improvements and increased cost of energy and water. In addition, the cost of visitor services reflects increase marketing, community education and event costs. However trading costs fell as a result of lower sales volumes.

The investment portfolio improved in 2024, delivering a surplus of £136k.

The defined benefit pension scheme remained in surplus. As such, there was no gain or loss and no contributions to the scheme.

Overall, we achieved a net movement in funds of £285k in 2024 (2023 £3.5m).

Principal expense movements (£m)

Expenditure 2023	£23.9
Support	£1.1
Visitor services (including education)	£0.5
Trading	-£0.5
Living collections	-£0.2
Conservation	-£0.1
Other	-£0.2
Expenditure 2024	£24.5

Pension Scheme

RZSS operates two pension schemes: a defined benefit scheme which closed to future accrual with effect from 1 October 2008 and a defined contribution scheme established on 1 April 2008.

Members of the defined benefit scheme were offered membership of the new defined contribution scheme with effect from 1 October 2008. All core staff have been and continue to be offered the option to join the defined contribution scheme. Unless employees opt out, the minimum employee contribution is 4% of pensionable salary and RZSS matches contributions up to a maximum of 5%.

The financial results for the year reflect the results of the full actuarial valuation of the defined benefit pension scheme as at 31 March 2023, updated as at 31 December 2024 in accordance with the requirements of Financial Reporting Standard 102. Due to changes in market conditions, the scheme reported an asset of £1.7m (2023: £1.6m), however due to restrictions on being able to access this surplus, the actuary has recommended that a ceiling should apply and no asset is recognised in the accounts. Accordingly, the pension surplus/deficit is nil at 31 December 2024 (2023: nil). The assets of the scheme have been de risked to track the value of the liability.

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Reserves Policy

The Board has established a reserves policy whereby free reserves should approximate to at least 3 months of the minimum resources required to sustain operations. This policy equates to approximately £2.9m. At this level the Board considers that it would be able to continue the current activities of RZSS in the event of a significant drop in funding.

Our charity's free reserves (excluding pension liabilities) are in a surplus of £1.8m (2023: £3.1m). The Board is committed to strengthening reserves in the future to ensure financial resilience. If liabilities over 12 months are excluded this reserve increases to £3.9m, which the Board views as adequate to deal with short to medium term issues.

Going Concern

The financial statements have been prepared on a going concern basis. The Trustees have considered relevant information for the next 12 months, including current reserves and cash balances, forecast future cash flows and the impact of subsequent events in making their assessment. The Trustees have not identified any material uncertainty in respect of going concern that would impact on the continuing performance of the business.

Investment powers and policy

Under the terms of the Royal Charter, RZSS has powers to invest. The Trustees, having regard to the liquidity requirements of our charity and its reserves policy, hold a range of investments in order to secure a better rate of return than bank deposits.

Our investments are managed by our investment managers, Adam and Company. Trustees are mindful that certain investments bear a higher risk than others and have issued the Investment Manager with instructions to pay particular attention to the risk and volatility of our charity's portfolio relative to current market conditions. During 2024 the portfolio increased in value by 3% to £3.6 million. The Finance, Audit and Risk Management Committee receive regular reports and are satisfied with the performance of the portfolio during the year.

The Society has a Responsible Investment Policy which sets out the parameters that govern how the Society can invest and is intended to ensure that our investments do not conflict with our mission. It requires that all investments both direct and indirect will be reviewed from an environment, social and governance (ESG) perspective and this analysis will be fully incorporated into the investment decision making process. Opportunity to invest in companies whose activities and strategies are designed to protect the environment and to improve society, for example companies that have demonstrated strong delivery against the United Nations 17 Sustainable Development Goals, particularly in relation to those goals concerning climate change and environmental degradation, are actively sought. Conversely both direct investments and indirect investments (where there is a collective investment vehicle) are not permitted where the company makes more than 5% of revenues from or holds more than 5% of its net assets in excluded activities (including, animal testing, extractive industries, utility companies using fossil fuels, production of fossil fuel powered vehicles, tobacco, weapons and pornography and other activities that have a negative impact upon the environment or wildlife).

Auditors

Following a tender exercise during 2022 Henderson Loggie LLP were re-appointed as our charity's external auditor. The work carried out by the auditor does not involve consideration of the publication of our financial results on our website.

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Plans for the future

We will continue to build upon the progress and successes of the past year. In particular:

The RZSS conservation team will build on the considerable momentum that has been created.

- Each new breeding season provides an opportunity to reinforce and further strengthen populations.
- In addition, further species for recovery are being identified.

The RZSS engagement team plan to:

- Complete the refurbishment of the existing visitor centre at the Highland Wildlife Park before summer 2025. This follows the opening of the three new buildings in 2024 completing the development, which will transform the visitor experience. The focus at the park will now turn to enhancing the animal collection and refurbishing existing enclosures.
- The animal collection at Edinburgh Zoo will be enhanced in 2025 with the addition of capybara and sloth bears. A Hungry Caterpillar Trail is planned for Easter at the Zoo, moving to the Highland Wildlife Park in the Summer. There is also a plan to bring back a Chinese Lantern Festival over the winter period. Transport options for visitors are also being considered to improve the flow of visitors around the Zoo.
- In addition, we will further develop engagement opportunities at both parks including using digital technologies with the introduction of mobile apps.

There is also a significant programme of **infrastructure improvements** planned for Edinburgh Zoo. The new solar meadow was successfully commissioned in June 2024 and ways to maximise use of electricity produced rather than exporting the excess are under consideration. There will also be a significant investment into the IT infrastructure during the year. Site planning in conjunction with a longer-term business planning is also underway.

Our **fundraising** team plan to launch a new legacies programme this year to encourage more people to consider caring for the animals they love through a gift in their will. The team are seeking further funding for the next five-year phase of Saving Wildcats, to follow on from the current grants which conclude in 2026. The People's Postcode Trust is one of RZSS's largest funders and the team continue to highlight the impact of player support on conservation in Scotland and around the world.

Many people are helping to save wildlife and empower communities to protect nature through their support as RZSS patrons, corporate partners and grant funders. You can find out more and join them at rzss.org.uk/support

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Structure, Governance and management

Legal structure

RZSS was founded in 1909, instituted by Royal Charter in 1913 and in 1948 was granted by His Majesty King George VI the privilege of adding the prefix "Royal" to its name. Amendments to the Society's Charter and Statutes were approved by Her Majesty Queen Elizabeth II and the Privy Council in 1958, 1961, 1975, 2008 and 2015.

RZSS is registered as a charity with the Office of the Scottish Charity Regulator, registration number SC004064.

Significant activities

The principal activities of RZSS are the pursuit of conservation, education and research activities funded through grants and the surpluses generated from operating the two animal parks in Edinburgh and Kincaig.

RZSS owns and operates Edinburgh Zoo and the Highland Wildlife Park. The commercial activities are carried on by its wholly-owned subsidiary, Ark Enterprises Limited (Ark). Taxable profits generated by Ark are donated to RZSS under Gift Aid legislation.

Governance

The governance of RZSS is vested in its Trustees and Management. Trustees undertake their duties on an unpaid voluntary basis. The management team are paid employees of RZSS.

President

The President is appointed by the Board principally to act as an ambassador for RZSS. The President is not a member of the Board, is not a trustee and receives no remuneration.

Board Members

Members of the RZSS governing Board are the Trustees of the charity within the meaning of s106 of the Charity and Trustee Investment (Scotland) Act 2005 (the Act). The Board's role is to oversee the proper management and development of RZSS according to its aims and objectives, to ensure that RZSS complies with prevailing legislation and regulations and to make decisions on the key matters facing RZSS. The Board met formally six times during the year.

The Board consists of up to 12 members elected at Annual General Meetings and up to a further three members co-opted by the Board on the recommendation of the Nominations and Remuneration Committee to complement the skills of elected Board members. Immediately after the Annual General Meeting each year the Board appoints a Chairman and Vice-Chairman from its number.

Elected Board Members are appointed for a term of four years, are eligible for a further two terms of four years and, on the recommendation of the Nominations and Remuneration Committee, may be eligible for one further four-year term. No Board Member can serve for longer than 16 years in total.

If an elected member is, for whatever reason, unable to complete their term of appointment the Board may, on the recommendation of the Nominations and Remuneration Committee, co-opt a Member of RZSS to fill the vacancy until the end of the term. Board members co-opted based on their skills, may be co-opted for up to four years.

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Royal Patron

HRH The Princess Royal

President

Ian Marchant

Board of Trustees

Professor Mary Bownes OBE, DPhil, CBiol, FRSB, FRES, FRSE	Chair
Dr Karen Blackport BSc, PhD, MBA	Vice Chair and Chair of Engagement and Community Advisory Group
Kerry Falconer FICBS, MBA	Chair of Business Advisory Group
Fiona Davis FICBS, ACA, BCom (Hons) Ω	Honorary Treasurer and Chair of Finance, Audit and Risk Management Committee
Sandy Batho MA, FCIPD ^	Chair of Nominations and Remuneration Committee
Peter Budd CBE, BSc, CEng, FICE, MI Struct E, FCIOB, FRSA	Resigned May 2024
John Fitzgerald BSc (Hons), FCIPD Ω ^	
Karen MacEachern BSc, BVMS, PhD, Cert EM, MRCWS	Chair of Animal Welfare Advisory Group
Dr Richard Rutnagur BA, PhD Ω	
Professor Roger Wheeler OBE, B.Biol, FRSB, FRSA, FRSGS, FRZSS, FRSE ^	Resigned May 2024
Andrew Kitchener	Chair of Conservation Advisory Group, Honorary Fellow
Katie Lennox BSc (Hons), MSc	
Simon Corcoran Ω	
Professor Anna Meredith OBE, MA, VetMB, PhD, CertLAS, DZooMed DipECZM, FRCVS	
John Denerley DipSW	
Mark Tate Ω	Appointed May 2024
Deirdre (Dee) McIntosh ^	Appointed May 2024

Chief Executive

David Field BSc MBA

Independent Committee appointments

Aitken Ross	Independent member of the Finance, Audit and Risk Management Committee
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Ω member of the Finance, Audit and Risk Management Committee during the year

^ member of the Nomination and Remuneration Committee during the year

Other information on the charity is provided on page 50.

THE ROYAL ZOOLOGICAL SOCIETY OF SCOTLAND

Trustees' annual report

Principal Committees

The Finance, Audit and Risk Management Committee, which met five times in the year, comprises one Board member as Chairman, four other members of the Board and at least one independent member. Its remit includes, but is not limited to:

- conducting the appointment and management of auditors and investment managers;
- reviewing the financial statements and recommending them to the Board for approval;
- Oversight of financial reporting and budgeting;
- monitoring implementation of recommendations in audit reports; and
- risk management, audit and investment policy and procedures

The Nominations and Remunerations Committee comprises one Board member as Chairman and two additional Board members. Its remit includes responsibility for identifying and recommending suitable individuals for election as Trustees and supporting the Chairman in reviewing board performance. It met three times during the year.

Trustee Recruitment and Induction

In line with good governance the Board seeks to maintain a balanced mix of knowledge, skills and expertise to manage assets effectively. The Nominations and Remuneration Committee recommends potential candidates to the Board for co-option, having first met them and understood their potential contribution, and oversees the AGM nominations and election process.

Once elected or co-opted new Board members meet with the Chief Executive and Chairman and participate in a formal induction programme. This programme includes, among other things:

- a briefing on the Royal Zoological Society of Scotland's strategic plans;
- a briefing on their responsibilities as Trustees and the governance of RZSS;
- detailed briefings from each member of the Leadership team;
- précis of relevant policies; and
- familiarisation tours of Edinburgh Zoo and Highland Wildlife Park

Trustees are encouraged to attend external briefing events, seminars and meetings in support of RZSS from time to time as they are able. Contact between Executive team and the Board is encouraged through Executive team attendance at Committee meetings, trustee participation in working groups and informal meetings.

Executive team

The Executive team is responsible for designing policies and procedures to support the strategies authorised by the Board, as well as managing the day-to-day operations of RZSS and its trading subsidiary.

During the year the Executive team comprised the Chief Executive Officer, the Director of Engagement and Business Development and Deputy CEO, the Chief Financial Officer and Director of Resources and the Director of People and Culture.

THE ROYAL ZOOLOGICAL SOCIETY OF SCOTLAND

Trustees' annual report

Risk Management

The RZSS risk register is reviewed at each meeting of the Finance, Audit and Risk Management Committee and by the Board bi-annually, or as high priority risks emerge. The Board has conducted its annual review of the major risks to which RZSS is exposed and associated actions, procedures and contingency plans to mitigate those risks and is satisfied with the management of those risks.

The key risks in 2024 and mitigating actions have been identified as:

- the economic risk resulting from high inflation and a potential recession. In response budgets for the year were set conservatively in 2024 with a modest surplus targeted. Bank borrowing remained in place and provided increased liquidity. Visitor numbers, income and costs were monitored closely and action and new initiatives undertaken when visitors declined.
- the risk of animal disease from within the UK or introduced by imported animals, in particular avian influenza which is now endemic. Actions have been taken to change working practices and make physical alterations to enclosures to reduce the potential spread of disease. These measures have been discussed with the relevant overseeing bodies.

Internal Control

The Finance, Audit and Risk Management Committee oversees the operations of systems of governance, risk management and internal control.

Delivery of internal audit was outsourced to the end of 2021. The Committee and Board reviewed the delivery of this function and are now using the risk register as the driver for sourcing targeted external support for this area. During the year a Disaster Recovery and Business Continuity plan was approved.

Remuneration of key management

The Nominations and Remuneration Committee sets the pay level of the Chief Executive on an annual basis with reference to performance and relevant sector benchmarking. Other key management personnel are remunerated in accordance with the job evaluation process.

THE ROYAL ZOOLOGICAL SOCIETY OF SCOTLAND

Trustees' annual report

Statement of Trustees' responsibilities

The trustees are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

The law applicable to charities in Scotland requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources of the charity for that period.

In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the applicable Charities SORP (FRS 102);
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Charities and Trustee Investment (Scotland) Act 2005, the Charities Accounts (Scotland) Regulations 2006 (as amended) and the provisions of the charity's constitution. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The trustees are responsible for the maintenance and integrity of the charity and financial information included on the charity's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Professor Mary Bownes
Chair

On behalf of the Board of Trustees

May 2025

Independent Auditor's Report to the Members and trustees of the Royal Zoological Society of Scotland

For the year ended 31 December 2024

Opinion

We have audited the financial statements of The Royal Zoological Society of Scotland (the 'parent charity') and its subsidiary (the 'group') for the year ended 31 December 2024 which comprise the Consolidated Statement of Financial Activities, the Statement of Financial Activities, the group and parent charity Balance Sheets, the group and parent charity Cash Flow Statements and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and parent charity's affairs as at 31 December 2024, and of the group's and parent charity's incoming resources and application of resources, including the group's and parent charity's income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Charities and Trustee Investment (Scotland) Act 2005 and regulations 6 and 8 of the Charities Accounts (Scotland) Regulations 2006.

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

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' 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 parent charity'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 trustees with respect to going concern are described in the relevant sections of this report.

THE ROYAL ZOOLOGICAL SOCIETY OF SCOTLAND
Independent Auditor's Report for the Members and trustees of the Royal
Zoological Society of Scotland
For the year ended 31 December 2024

Other information

The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. 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.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters in relation to which the Charities Accounts (Scotland) Regulations 2006 requires us to report to you if, in our opinion:

- the information given in the financial statements is inconsistent in any material respect with the trustees' report; or
- proper accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 21, the trustees 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 trustees 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 trustees are responsible for assessing the group and parent charity'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 trustees either intend to liquidate the group or parent charity or to cease operations, or have no realistic alternative but to do so.

Auditor responsibilities for the audit of the financial statements

We have been appointed as auditor under section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and report in accordance with regulations made under that Act.

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

THE ROYAL ZOOLOGICAL SOCIETY OF SCOTLAND
Independent Auditor's Report for the Members and trustees of the Royal
Zoological Society of Scotland
For the year ended 31 December 2024

As part of our planning process:

- We enquired of management the systems and controls the group and parent charity has in place, the areas of the financial statements that are mostly susceptible to the risk of irregularities and fraud, and whether there was any known, suspected or alleged fraud. Management informed us that there were no instances of known, suspected or alleged fraud;
- We obtained an understanding of the legal and regulatory frameworks applicable to the group and parent charity. We determined that the following were most relevant: Zoo licensing, Health and Safety, employment law and compliance with charity legislation;
- We considered the incentives and opportunities that exist in the group and parent charity, including the extent of management bias, which present a potential for irregularities and fraud to be perpetrated, and tailored our risk assessment accordingly; and
- Using our knowledge of the group and parent charity, together with the discussions held with management at the planning stage, we formed a conclusion on the risk of misstatement due to irregularities including fraud and tailored our procedures according to this risk assessment.

The key procedures we undertook to detect irregularities including fraud during the course of the audit included:

- Inquiry of management about any known or suspected instances of non-compliance with laws and regulations and fraud;
- Reviewing minutes of board and sub-committee meetings;
- Reviewing relevant correspondence with regulators;
- Challenging assumptions and judgements made by management in their significant accounting estimates, in particular with regard to investment property valuation; and
- Auditing the risk of management override of controls, including through testing journal entries and other adjustments for appropriateness.

Owing to the inherent limitations of an audit, there is unavoidable risk that some material misstatements in the financial statements may not be detected, even though the audit is properly planned and performed in accordance with the ISAs (UK). For instance, the further removed non-compliance is from the events and transactions reflected in the financial statements, the less likely the auditor is to become aware of it or to recognise the non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation. The primary responsibility for the prevention and detection of irregularities and fraud rests with the trustees.

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

THE ROYAL ZOOLOGICAL SOCIETY OF SCOTLAND
Independent Auditor's Report for the Members and trustees of the Royal
Zoological Society of Scotland
For the year ended 31 December 2024

Use of our report

This report is made solely to the group and parent charity's trustees, as a body, in accordance with Regulation 10 of the Charities Accounts (Scotland) Regulations 2006. Our audit work has been undertaken so that we might state to the group and parent charity's members and trustees 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 group and parent charity, and the group and parent charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Henderson Loggie LLP
Chartered Accountants
Statutory Auditor

Henderson Loggie LLP is eligible to act as auditor in terms of section 1212 of the Companies Act 2006.
The Stamp Office

Level 5, 10 – 14 Waterloo Place
Edinburgh
EH1 3EG

May 2025

THE ROYAL ZOOLOGICAL SOCIETY OF SCOTLAND

Consolidated Statement of Financial Activities

FOR THE YEAR ENDED 31 DECEMBER 2024

	Notes	Unrestricted Funds £	Restricted Funds £	Endowment Fund £	Total 2024 £	Total 2023 £
Income and endowments from:						
Donations and legacies	2	3,954,198	2,288,694	-	6,242,892	7,001,094
Charitable activities	3	11,964,493	42,382	-	12,006,875	13,053,872
Other trading activities	4	5,556,440	-	-	5,556,440	6,651,078
Investments	5	746,914	4,000	-	750,914	675,425
Other	6	65,915	-	-	65,915	29,851
Total income and endowments		22,287,960	2,335,076	-	24,623,036	27,411,320
Expenditure on:						
Raising funds (including cost of trading activities)	7	6,781,329	15,000	3,270	6,799,599	7,463,524
Charitable activities	8	15,544,710	2,125,636	-	17,670,346	16,402,810
Total expenditure		22,326,039	2,140,636	3,270	24,469,945	23,866,334
Gains/(losses) on investment assets	15,23	123,110	-	13,028	136,138	204,266
Net income/expenditure		85,031	194,440	9,758	289,229	3,749,252
Other recognised gains/losses						
Actuarial gains/(losses) on defined benefit pension scheme	28	-	-	-	-	(250,000)
Other gains/(losses)		(4,034)	-	-	(4,034)	-
Net movement in funds		80,997	194,440	9,758	285,195	3,499,252
Reconciliation of funds						
Total funds brought forward at 1 January 2024	21-23	21,767,347	11,042,319	517,042	33,326,708	29,827,456
Total funds carried forward at 31 December 2024	21-23	21,848,344	11,236,759	526,800	33,611,903	33,326,708

None of the Society's activities were acquired or discontinued during the above two financial years.

The notes on pages 29 to 50 form part of these financial statements.

THE ROYAL ZOOLOGICAL SOCIETY OF SCOTLAND

Statement of Financial Activities
FOR THE YEAR ENDED 31 DECEMBER 2024

	Notes	Unrestricted Funds £	Restricted Funds £	Endowment Fund £	Total 2024 £	Total 2023 £
Income and endowments from:						
Donations and legacies	2	3,954,198	2,288,694	-	6,242,892	7,001,094
Charitable activities	3	11,964,493	42,382	-	12,006,875	13,053,872
Other trading activities	4	617,636	-	-	617,636	779,004
Investments	5	1,372,436	4,000	-	1,376,436	1,512,179
Other	6	65,915	-	-	65,915	29,851
Total income and endowment		17,974,678	2,335,076	-	20,309,754	22,376,000
Expenditure on:						
Raising funds (including cost of trading activities)	7	2,297,501	15,000	3,270	2,315,771	2,273,850
Charitable activities	8	15,544,710	2,125,636	-	17,670,346	16,402,810
Total resources expended		17,842,211	2,140,636	3,270	19,986,117	18,676,660
Gains/(losses) on investment assets	15,23	123,110	-	13,028	136,138	204,266
Net income/expenditure		255,577	194,440	9,758	459,775	3,903,606
Other recognised gains/losses						
Actuarial gains/(losses) on defined benefit pension scheme	28	-	-	-	-	(250,000)
Other gains/(losses)		(4,034)	-	-	(4,034)	-
Net movement in funds		251,543	194,440	9,758	455,741	3,653,606
Reconciliation of funds						
Total funds brought forward at 1 January 2024	21-23	21,198,457	11,042,319	517,042	32,757,818	29,104,212
Total funds carried forward at 31 December 2024	21-23	21,450,000	11,236,759	526,800	33,213,559	32,757,818

None of the Society's activities were acquired or discontinued during the above two financial years.

The notes on pages 29 to 50 form part of these financial statements.

THE ROYAL ZOOLOGICAL SOCIETY OF SCOTLAND

Balance Sheets
AS AT 31 DECEMBER 2024

	Notes	Group		Charity	
		2024	2023	2024	2023
		£	£	£	£
Fixed assets	14	28,997,622	26,876,209	27,843,184	26,220,329
Investments	15	3,627,393	3,512,188	3,627,395	3,512,190
Current assets					
Stocks	16	404,505	493,576	149,433	148,901
Debtors	17	1,194,092	2,626,208	2,287,275	3,447,458
Cash at bank and in hand		5,123,121	7,156,911	4,939,677	6,605,051
		<u>6,721,718</u>	<u>10,276,695</u>	<u>7,376,385</u>	<u>10,201,410</u>
Creditors: amounts falling due within one year	18	(3,639,106)	(4,081,883)	(3,537,681)	(3,934,633)
Net current assets / (liabilities)		<u>3,082,612</u>	<u>6,194,812</u>	<u>3,838,704</u>	<u>6,266,777</u>
Total assets less current liabilities		35,707,627	36,583,209	35,309,283	35,999,296
Creditors: amounts falling due after one year	19	(2,095,724)	(3,241,478)	(2,095,724)	(3,241,478)
Provision for other liabilities	20	-	(15,023)	-	-
Defined benefit pension scheme liability	28	-	-	-	-
Net assets		<u>33,611,903</u>	<u>33,326,708</u>	<u>33,213,559</u>	<u>32,757,818</u>
Funds					
Unrestricted reserves					
General reserve	21	13,248,344	13,167,347	12,850,000	12,598,457
Revaluation reserve	21	8,600,000	8,600,000	8,600,000	8,600,000
Pension reserve	28,21	-	-	-	-
Total unrestricted reserves		<u>21,848,344</u>	<u>21,767,347</u>	<u>21,450,000</u>	<u>21,198,457</u>
Restricted funds	22	11,236,759	11,042,319	11,236,759	11,042,319
Endowment funds	23	526,800	517,042	526,800	517,042
		<u>33,611,903</u>	<u>33,326,708</u>	<u>33,213,559</u>	<u>32,757,818</u>

The financial statements were approved and authorised for issue by the Board in May 2025

Fiona Davis

On behalf of the Board of Trustees

The notes on pages 29 to 50 form part of these financial statements.

THE ROYAL ZOOLOGICAL SOCIETY OF SCOTLAND

**Cash Flow Statements
FOR THE YEAR ENDED 31 DECEMBER 2024**

Group	Notes	2024 £	2024 £	2023 £	2023 £
Net cash inflow from operating activities	25		2,738,310		4,278,044
Investing activities					
Payments to acquire investments		(573,219)		(1,543,165)	
Payments to acquire tangible fixed assets		(4,136,118)		(6,755,067)	
Proceeds from disposal of investments		538,810		1,513,975	
Proceeds from disposal of tangible fixed assets		34,640		4,300	
Investment income		750,914		675,425	
			(3,384,973)		(6,104,532)
Financing activities					
Bank loans repaid		(1,202,820)		(1,198,411)	
Finance lease drawn		65,534		-	
Finance leases repaid		(20,862)		(16,812)	
Interest paid		(280,287)		(311,987)	
			(1,438,435)		(1,527,210)
(Decrease)/Increase in cash	27		(2,085,098)		(3,353,698)
Opening cash and cash equivalents			7,295,931		10,649,629
Change in cash due to exchange rate			(4,034)		-
Closing cash and cash equivalents			<u>5,206,799</u>		<u>7,295,931</u>

Charity	Notes	2024 £	2024 £	2023 £	2023 £
Net cash inflow from operating activities	25		1,854,494		2,821,859
Investing activities					
Payments to acquire investments		(573,219)		(1,543,165)	
Payments to acquire tangible fixed assets		(3,509,408)		(6,464,778)	
Proceeds from disposal of investments		538,810		1,513,975	
Proceeds from disposal of tangible fixed assets		34,640		4,300	
Investment income		1,376,436		1,512,179	
			(2,132,740)		(4,977,489)
Financing activities					
Bank loans repaid		(1,202,820)		(1,198,412)	
Finance lease drawn		65,534		-	
Finance leases repaid		(20,862)		(16,812)	
Interest paid		(280,287)		(311,987)	
			(1,438,435)		(1,527,211)
(Decrease)/Increase in cash	27		(1,716,682)		(3,682,841)
Opening cash and cash equivalents			6,744,071		10,426,912
Change in cash due to exchange rate			(4,034)		-
Closing cash and cash equivalents			<u>5,023,356</u>		<u>6,744,071</u>

The notes on pages 29 to 50 form part of these financial statements.

THE ROYAL ZOOLOGICAL SOCIETY OF SCOTLAND

Notes to the Consolidated Financial Statements FOR THE YEAR ENDED 31 DECEMBER 2024

1 Principal accounting policies

The Royal Zoological Society of Scotland is a charity instituted by Royal Charter with the registered address as at Page 50.

The financial statements have been prepared under the historical cost convention with the exception of revalued investment assets and investment property and are in accordance with applicable accounting standards, including the Statement of Recommended Practice FRS102 (SORP FRS102) "Accounting and reporting by charities" and in accordance with Financial Reporting Standard 102 (FRS102). Under FRS102 the Society is a public Benefit Entity.

The financial statements are presented in sterling (£), rounded to the nearest pound, the functional currency of the charity.

Going Concern

The financial statements have been prepared on a going concern basis. The Trustees have considered relevant information, for 12 months from the date of approval of the financial statements, including current reserves and cash balances, forecast future cash flows and the impact of subsequent events in making their assessment. The Trustees have not identified any material uncertainties in respect of going concern and have concluded that they can continue to adopt the going concern basis in preparing the annual report and accounts.

The financial statements do not include any adjustment that may arise in the event that the charity is unable to realise its assets and discharge its liabilities in the normal course of business.

Consolidation

The accounts consolidate the results and net assets and liabilities of the Society's wholly owned subsidiary company, Ark Enterprises Limited on a line for line basis. The investment is held at cost.

Fixed assets

Assets that are considered to have a useful life of over a year are capitalised at cost. Fixed assets are included in the Balance Sheet at cost less depreciation. Capital items (other than computer hardware and software) costing less than £500 are written off to the Statement of Financial Activities (SOFA) in the period of acquisition. Items of computer hardware and software costing less than £250 are written off to the Statement of Financial Activities (SOFA) in the period of acquisition. Gains/losses on disposal of assets are recognised in other income or expenditure on charitable activities.

Investment property is valued at open market value every five years by an external valuer. The Trustees review this value for reasonableness each year. All surpluses and deficits on valuation are transferred to a revaluation reserve and taken to the SOFA for the year. No depreciation or amortisation is provided in respect of investment properties.

Depreciation

Depreciation is provided on all fixed assets with the exception of heritable land and investment properties, in the year in which the fixed assets are brought into use. The rates of depreciation are calculated so as to write off the cost less estimated residual value of each asset evenly over its expected useful life as follows:

Property:	Property Improvements	4 - 10 years	Office Equipment	3 - 10 years
	New Buildings	25 years	Computer Software	3 - 5 years
Vehicles		4 years	Computer Hardware	4 years
Plant and Machinery		3 - 20 years		

THE ROYAL ZOOLOGICAL SOCIETY OF SCOTLAND

Notes to the Consolidated Financial Statements FOR THE YEAR ENDED 31 DECEMBER 2024

Animals

Animals are generally acquired by the Society from other zoological organisations at zero cost or bred in our parks, and a realistic valuation cannot be placed thereon. Many of the animals acquired are held in trust with other zoological societies at zero cost.

Investments

Investments comprise investments in quoted equity instruments which are measured at fair value. Changes in fair value are recognised in the SOFA in the year in which they arise.

Stocks

Retail stocks are valued at the lower of cost and estimated selling price less cost to sell. Animal feed is valued at cost.

Debtors

Short term debtors are measured at transaction price.

Creditors

Short term creditors are measured at transaction price.

Financial instruments

Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

Capital grants and donations

Assets funded by restricted reserves are capitalised and the depreciation is recognised as an expense of the restricted reserve.

Employee

Short term employee benefits and contributions to defined contribution pension plans are recognised as an expense in the period in which they are incurred.

Pensions

Defined benefit pension scheme

The Society operates a pension scheme providing benefits based on final pensionable pay. The assets of the scheme are held separately from those of the Society.

Pension scheme assets are measured using bid price values at balance sheet date. Pension scheme liabilities are measured using a projected unit method and discounted at the current rate of return on AA-rated corporate bonds with a term and currency equivalent to that of the assets and liabilities of the pension scheme.

If the pension scheme is in deficit, the deficit is recognised in the balance sheet in full. Conversely, if the pensions scheme is in surplus, FRS102 only permits the recognition of the surplus in the balance sheet to the extent that it can be recovered through reduced contributions or through a refund. On the premise that the Society does not have an unconditional right to any surplus, a surplus cannot be recognised. Any movement in a scheme deficit is reflected in the SOFA.

Defined contribution pension

The Society also operates a pension scheme providing benefits based on contributions. The employer matches contributions with those of employees up to a maximum of 5% of salary. Employer contributions are charged to the SOFA in the period to which they relate.

THE ROYAL ZOOLOGICAL SOCIETY OF SCOTLAND

Notes to the Consolidated Financial Statements FOR THE YEAR ENDED 31 DECEMBER 2024

Cash and cash equivalents

Cash and cash equivalents are basic financial assets and include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities

Funds and reserves

The Society has a number of restricted income funds to account for situations where donors require that their donations must be spent on a particular purpose or where funds have been raised for a specific purpose. Any surplus on these restricted income accounts are held as restricted reserves.

The Society has one permanent endowment fund, the J W Gibb Fund, which was established following the receipt of a legacy. The income is for the maintenance and upkeep of animals. This fund is held as an endowment reserve.

Income and endowments

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the item(s) of income have been met, it is probable that the income will be received and the amount can be measured reliably.

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

For legacies, entitlement is taken as the earlier of the date on which either: the charity is aware that confirmation or probate has been granted, the estate has been finalised and notification has been made by the executor(s) to the Trust that a distribution will be made, or when a distribution is received from the estate. Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably and the charity has been notified of the executor's intention to make a distribution. Where legacies have been notified to the charity, or the charity is aware of the granting of probate, and the criteria for income recognition have not been met, then the legacy is treated as a contingent asset and disclosed if material.

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the Bank.

Annual membership subscriptions are recognised in the period to which they relate. Subscriptions received that relate to future periods are treated as deferred income.

Income from investments is recognised in the SOFA in the year in which it is receivable.

The Society leases out part of its land to the east of Edinburgh Zoo. This income is recognised in the SOFA in the year in which it is receivable.

THE ROYAL ZOOLOGICAL SOCIETY OF SCOTLAND

Notes to the Consolidated Financial Statements FOR THE YEAR ENDED 31 DECEMBER 2024

Donated goods, facilities and services

Donated services and facilities are recognised as income when the charity has control over the item(s), any conditions attached have been met, the receipt of economic benefit from the use of the item(s) is probable and the economic benefit can be measured reliably. In accordance with Charity SORP (FRS 102), volunteer time is not recognised. Their contribution is however highlighted in the Trustees' Report.

On receipt, donated goods, services and facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have had to pay to obtain the equivalent economic benefit on the open market. A corresponding amount is also recognised as expenditure in the period of receipt.

Expenditure

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified as either expenditure on raising funds or expenditure on charitable activities. Expenditure on raising funds are the costs incurred in attracting voluntary income, in the catering and retail activities and investment management costs. Expenditure on charitable activities include expenditures incurred on animal welfare, education and conservation activities, the main charitable objectives of the Society.

Expenditure allocation

Support costs are those functions that assist the work of the charity but do not directly undertake charitable activities. Support costs include the costs of Property and Estates, Finance and IT, Human Resources and Health and Safety. These costs have been allocated between cost of raising funds and expenditure on charitable activities. The bases on which support costs have been allocated are set out in note 9.

Taxation and VAT

The Society meets the definition of a charity under Schedule 6 of the Finance Act 2010 and as such is recognised as a charity by HM Revenue and Customs for the purposes of the Corporation Tax Act 2010 and is exempt from income and corporation tax on its charitable activities. Consequently, no tax is payable on the surplus for the year.

The Society's wholly owned subsidiary, Ark Enterprises Limited, is not exempt from corporation tax. Any charge for taxation comprises current and deferred tax recognised in the year, where current tax is the amount of tax payable in respect of the taxable profit for the year or prior year. Deferred tax arises from timing differences that are differences between taxable profits and the profits stated in the financial statements. Current and deferred tax are calculated on the basis of tax rates and laws enacted by the year end. Ark Enterprises Ltd mitigates any tax payable by gift aiding its net distributable taxable profits to the Society within 9 months of the year end. These represent qualifying donations under s191 to s202 of the Corporation Tax Act 2010. No current tax is payable in 2024 with any movement in deferred tax due to timing differences.

The Society is subject to a partial VAT exemption. Accordingly all expenditure is stated inclusive of irrecoverable VAT where applicable.

THE ROYAL ZOOLOGICAL SOCIETY OF SCOTLAND

Notes to the Consolidated Financial Statements FOR THE YEAR ENDED 31 DECEMBER 2024

Leasing and hire purchase commitments

Where assets are financed by leasing agreements that give rights approximating to ownership ("finance leases"), the assets are treated as if they had been purchased outright. The amount capitalised is the present value of the minimum lease payments payable during the lease term. The corresponding leasing commitments are shown as obligations to the lessor. Lease payments are treated as consisting of capital and interest elements, and the interest is charged to the SOFA in proportion to the remaining balance outstanding.

All other leases are "operating leases" and the annual rentals are charged to the SOFA on a straight line basis over the lease term.

Foreign Exchange

Transactions in foreign currencies are recorded using the rate of exchange ruling at the date of the transaction. Monetary assets and liabilities denoted in foreign currencies are translated using the contract rate or the rate of exchange ruling at the balance sheet date and gains or losses on translation are included in the statement of financial activities.

Judgements in applying accounting policies and key sources of estimation uncertainty

In the application of the Society's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

In preparing these financial statements, the directors have made the following judgements:

- Determine whether leases entered into by the group as a lessor are operating or finance leases. These decisions depend on an assessment of whether the risks and rewards of ownership have been transferred from the lessor to the lessee on a lease by lease basis.
- Tangible fixed assets are depreciated over a period to reflect their estimated useful lives. The applicability of the assumed lives is reviewed annually, taking into account factors such as physical condition, maintenance and obsolescence.
- Fixed assets are also assessed as to whether there are indicators of Impairment. This assessment involves consideration of the economic viability of the purpose for which the asset is used.

The following are the group's key sources of estimation uncertainty:

- The value of the asset/liability in the defined benefit pension fund is determined using an actuarial valuation. The actuarial valuation involves making assumptions about discount rates, mortality rates and future pension increases. Due to the complexity of the valuation, the underlying assumptions and the long-term nature of the liabilities, such estimates are subject to significant uncertainty. In determining the appropriate discount rate, management considers the interest rates of corporate bonds with extrapolated maturities corresponding to the expected duration of the defined benefit obligation. The mortality rate is based on publicly available mortality tables. Future pension increases are based on expected future inflation rates.

THE ROYAL ZOOLOGICAL SOCIETY OF SCOTLAND

**Notes to the Consolidated Financial Statements
FOR THE YEAR ENDED 31 DECEMBER 2024**

2 Donations and legacies

Group	Unrestricted	Restricted	Endowment	2024	2023
	£	£	£	£	£
Grants	900,000	1,594,108	-	2,494,108	4,615,609
Donations	2,032,164	650,078	-	2,682,242	2,309,742
Legacies	1,022,034	44,508	-	1,066,542	75,743
	<u>3,954,198</u>	<u>2,288,694</u>	<u>-</u>	<u>6,242,892</u>	<u>7,001,094</u>
Year end 31 December 2023	<u>2,678,337</u>	<u>4,322,757</u>	<u>-</u>	<u>7,001,094</u>	
Charity					
Grants	900,000	1,594,108	-	2,494,108	4,615,609
Donations	2,032,164	650,078	-	2,682,242	2,309,742
Legacies	1,022,034	44,508	-	1,066,542	75,743
	<u>3,954,198</u>	<u>2,288,694</u>	<u>-</u>	<u>6,242,892</u>	<u>7,001,094</u>
Year end 31 December 2023	<u>2,678,337</u>	<u>4,322,757</u>	<u>-</u>	<u>7,001,094</u>	

The Society received the following Government grants:

	2024	2023
	£	£
Cairngorm National Park Authority	16,318	67,012
Department of Business, Energy and Industrial Strategy	-	1,950
Forest and Land Scotland	35,000	20,000
Highlands and Islands Enterprise	174,767	751,208
NatureScot	174,651	1,565,047
National Lottery Heritage Fund	888,156	1,456,538
	<u>1,288,892</u>	<u>3,861,755</u>

In April 2006 rules regarding the Government's Gift Aid scheme were changed resulting in the Society asking all visitors for a voluntary donation in addition to the standard admission price. This voluntary donation enabled the Society to reclaim tax from the Government on the total paid by the visitor.

3 Income from charitable activities

Charity and Group	Unrestricted	Restricted	Endowment	2024	2023
	£	£	£	£	£
Admissions - Edinburgh Zoo	6,110,480	-	-	6,110,480	7,778,460
Admissions - Highland Wildlife Park	1,667,648	-	-	1,667,648	1,582,025
Animal adoption	157,391	-	-	157,391	153,340
Membership subscriptions	2,935,312	-	-	2,935,312	2,456,603
Education	370,426	-	-	370,426	307,416
Conservation	27,199	42,382	-	69,581	73,228
Other income	696,037	-	-	696,037	702,800
	<u>11,964,493</u>	<u>42,382</u>	<u>-</u>	<u>12,006,875</u>	<u>13,053,872</u>
Year end 31 December 2023	<u>12,992,471</u>	<u>61,401</u>	<u>-</u>	<u>13,053,872</u>	

4 Income from other trading activities

Group	Unrestricted	Restricted	Endowment	2024	2023
	£	£	£	£	£
Retail operations - Edinburgh Zoo	1,789,264	-	-	1,789,264	2,405,560
Retail operations - Highland Wildlife Park	278,337	-	-	278,337	350,978
Catering operations - Edinburgh Zoo	2,798,155	-	-	2,798,155	3,075,935
Catering operations - Highland Wildlife Park	249,146	-	-	249,146	330,332
Events	112,776	-	-	112,776	160,743
Other income	328,762	-	-	328,762	327,530
	<u>5,556,440</u>	<u>-</u>	<u>-</u>	<u>5,556,440</u>	<u>6,651,078</u>
Year end 31 December 2023	<u>6,651,078</u>	<u>-</u>	<u>-</u>	<u>6,651,078</u>	
Charity					
Events	78,558	-	-	78,558	86,496
Management recharge from subsidiary	450,000	-	-	450,000	510,000
Other income	89,078	-	-	89,078	182,508
	<u>617,636</u>	<u>-</u>	<u>-</u>	<u>617,636</u>	<u>779,004</u>
Year end 31 December 2023	<u>779,004</u>	<u>-</u>	<u>-</u>	<u>779,004</u>	

THE ROYAL ZOOLOGICAL SOCIETY OF SCOTLAND

**Notes to the Consolidated Financial Statements
FOR THE YEAR ENDED 31 DECEMBER 2024**

5 Investment Income

	Unrestricted	Restricted	Endowment	2024	2023
Group	£	£	£	£	£
Rent from land & buildings	605,066	-	-	605,066	588,278
Income from listed investments	74,362	-	-	74,362	69,747
Interest	67,486	-	-	67,486	17,400
Charitable donation	-	4,000	-	4,000	-
	<u>746,914</u>	<u>4,000</u>	<u>-</u>	<u>750,914</u>	<u>675,425</u>
Year end 31 December 2023	<u>674,701</u>	<u>-</u>	<u>724</u>	<u>675,425</u>	
Charity	£	£	£	£	£
Rent from land & buildings	605,066	-	-	605,066	588,278
Income from listed investments	74,362	-	-	74,362	69,747
Interest	67,486	-	-	67,486	17,400
Charitable donation	625,522	4,000	-	629,522	836,754
	<u>1,372,436</u>	<u>4,000</u>	<u>-</u>	<u>1,376,436</u>	<u>1,512,179</u>
Year end 31 December 2023	<u>1,511,455</u>	<u>-</u>	<u>724</u>	<u>1,512,179</u>	

Included within the investment income of the charity is £629,522 (2023: £836,754) donated by the Charity's subsidiary, Ark Enterprises Limited, under the Government's Gift Aid scheme which included £4,000 of restricted income.

6 Other Income

	Unrestricted	Restricted	Endowment	2024	2023
Group and Charity	£	£	£	£	£
Utility recharge	45,417	-	-	45,417	24,860
Other	20,498	-	-	20,498	4,991
	<u>65,915</u>	<u>-</u>	<u>-</u>	<u>65,915</u>	<u>29,851</u>
Year end 31 December 2023	<u>29,851</u>	<u>-</u>	<u>-</u>	<u>29,851</u>	

7 Expenditure on raising funds (including trading activities)

Group	Unrestricted	Restricted	Endowment	2024	2023
	£	£	£	£	£
Fundraising	255,130	15,000	-	270,130	270,323
Membership	469,186	-	-	469,186	487,423
Retail operations - Edinburgh Zoo	1,227,222	-	-	1,227,222	1,442,484
Catering operations - Edinburgh Zoo	2,746,297	-	-	2,746,297	2,941,349
Retail operations - Highland Wildlife Park	217,891	-	-	217,891	261,453
Catering operations - Highland Wildlife Park	277,809	-	-	277,809	322,168
Corporation tax	(15,023)	-	-	(15,023)	(11,356)
Investment management costs	16,706	-	3,270	19,976	18,776
Other costs	29,632	-	-	29,632	172,220
Support costs (Note 9)	1,556,479	-	-	1,556,479	1,558,684
	<u>6,781,329</u>	<u>15,000</u>	<u>3,270</u>	<u>6,799,599</u>	<u>7,463,524</u>
Year end 31 December 2023	<u>7,460,817</u>	<u>-</u>	<u>2,707</u>	<u>7,463,524</u>	
Charity	£	£	£	£	£
Fundaising	255,130	15,000	-	270,130	220,323
Membership	469,186	-	-	469,186	487,423
Corporation tax	-	-	-	-	(11,356)
Investment management costs	16,706	-	3,270	19,976	18,776
Support costs (Note 9)	1,556,479	-	-	1,556,479	1,558,684
	<u>2,297,501</u>	<u>15,000</u>	<u>3,270</u>	<u>2,315,771</u>	<u>2,273,850</u>
Year end 31 December 2023	<u>2,271,143</u>	<u>-</u>	<u>2,707</u>	<u>2,273,850</u>	

THE ROYAL ZOOLOGICAL SOCIETY OF SCOTLAND

Notes to the Consolidated Financial Statements
FOR THE YEAR ENDED 31 DECEMBER 2024

8 Expenditure on charitable activities

Charity and Group	Unrestricted £	Restricted £	2024 £	2023 £
Animal welfare	4,105,505	237,952	4,343,457	4,556,736
Education	1,034,104	109,116	1,143,220	1,091,912
Marketing	806,082	2,202	808,284	573,946
Visitor Services	1,300,436	267,581	1,568,017	1,401,126
Events	462,189	-	462,189	397,760
Genetics Unit - Edinburgh Zoo	364,352	-	364,352	329,815
Conservation and Science	538,256	1,508,785	2,047,041	2,173,159
Support costs (Note 9)	6,933,786	-	6,933,786	5,878,356
	<u>15,544,710</u>	<u>2,125,636</u>	<u>17,670,346</u>	<u>16,402,810</u>
Year end 31 December 2023	<u>14,416,759</u>	<u>1,986,051</u>	<u>16,402,810</u>	

Expenditure on charitable activities includes the following grants:

	Unrestricted £	Restricted £	2024 £	2023 £
Budongo Conservation Field Station	90,827	131,397	222,224	178,908
Instituto de Pesquisas Ecologicas	38,328	-	38,328	48,328
Thomas Docherty Bone	4,000	-	4,000	5,000
Pallas' International Conservation Alliance	-	57,481	57,481	-
	<u>133,155</u>	<u>188,878</u>	<u>322,033</u>	<u>232,236</u>

9 Support costs

Charity & Group	Raising funds £	Charitable activities £	2024 £	2023 £
Property, Estates and Works	872,759	3,597,041	4,469,800	3,827,714
Health and safety	14,930	61,536	76,466	69,652
Gardening	-	518,802	518,802	447,226
Chief Executive's Office	181,805	749,306	931,111	982,241
Finance and IT	419,484	1,728,895	2,148,379	1,804,582
Human Resources	67,501	278,206	345,707	372,626
Net return on pension	-	-	-	(67,000)
	<u>1,556,479</u>	<u>6,933,786</u>	<u>8,490,265</u>	<u>7,437,041</u>
Year end 31 December 2023	<u>1,558,684</u>	<u>5,878,356</u>	<u>7,437,041</u>	

Support costs, with the exception of Gardening costs, are allocated to Raising Funds and Charitable Activities in accordance with the direct expenditure incurred in these areas.

Gardening costs are allocated directly to charitable activities on the basis that these costs are incurred in maintaining the parks, improving the experience of visitors and thus linked to the admission income earned.

Support costs include Governance costs of £212,413 (2023: £216,406).

THE ROYAL ZOOLOGICAL SOCIETY OF SCOTLAND

**Notes to the Consolidated Financial Statements
FOR THE YEAR ENDED 31 DECEMBER 2024**

10 Analysis of staff costs

	Group & Charity	
	2024	2023
	£	£
Wages and salaries	8,442,986	7,737,808
Social security costs	771,937	684,121
Cost of defined contribution pension scheme	312,099	279,079
Cost of defined benefit pension scheme	-	164,700
Other benefits	68,711	54,021
	<u>9,595,733</u>	<u>8,919,729</u>

During the year 1 (2023: 2) employees were either made redundant or had their contract of employment terminated. Redundancy and termination payments of £1,950 (2023: £21,244) were paid during the year.

The Society closed the defined benefit scheme to future accrual with effect from 30th September 2008. Employees ceased their contributions from that date although the Society continued to make contributions in line with the schedule of contributions agreed with the pension Trustees. Employees were offered membership of the defined contribution scheme with effect from 1 October 2008.

The Society opened a defined contribution pension scheme on 1 April 2008 with the Society matching contribution with those of employees to a maximum of 5% of salary. The assets of the defined pension contribution scheme are administered by an independent pension provider.

The average weekly number of employees during the year was:

	2024	2023
	Number	Number
Full-time	215	211
Part-time	113	112
	<u>328</u>	<u>323</u>

The number of employees earning more that £60,000 were as follows:

	2024	2023
	Number	Number
£140,000 - £149,999	1	-
£130,000 - £139,999	-	1
£90,000 - £99,999	2	2
£70,000 - £79,999	1	-
£60,000 - £69,999	7	2

11 Benefits received by key management personnel

Day to day management of activities is delegated by the Trustees to an Executive Team. During the year the Executive Team comprised the Chief Executive Officer, the Chief Financial Officer and Director of Resources, the Director of Engagement and Business Development and Deputy CEO, and the Director of People and Culture. The total employee benefits received by the Executive Team, excluding pension contributions, was £458,390 (2023: £431,215). All of these employees are members of the Society's defined contribution pension scheme. Pension contributions for the Executive Team totalled £18,075 (2023: £17,184).

12 Board of Trustees' remuneration and expenses

Trustees received no remuneration in respect of their services as trustees in either year.

In accordance with the Society's guidelines, Trustees may be reimbursed for properly incurred travel, subsistence and accommodation expenditure. In addition, the Society may also pay third parties directly for similar Trustee expenses. During the year a total of £735 (2023: £358) was reimbursed to four Trustees (2023: five Trustees) and expenditure of £4,547 (2023: £645) was paid directly to third party suppliers.

During the year Trustees Indemnity insurance was in place for the benefit of the Trustees.

13 Operating Profit/(Loss)

Operating profit/(loss) is stated after charging:

	Group		Charity	
	2024	2023	2024	2023
	£	£	£	£
Auditor's remuneration				
Statutory Audit	21,640	20,070	15,394	14,197
Assurance services and other audit	4,000	6,300	4,000	6,300
Tax advisory services	8,135	6,170	5,585	4,345
	<u>33,775</u>	<u>32,540</u>	<u>24,979</u>	<u>24,842</u>

THE ROYAL ZOOLOGICAL SOCIETY OF SCOTLAND

Notes to the Consolidated Financial Statements
For the year ended 31 December 2024

14 Fixed assets

Group	Heritable Land £	Investment Property £	Property £	Assets Under Construction	Computer Hardware £	Computer Software £	Office Equipment £	Plant & Machinery £	Vehicles £	TOTAL £
Cost/Valuation										
As at 1 January 2024	23,500	8,600,000	26,171,516	6,177,827	1,039,819	731,721	141,359	1,600,755	860,147	45,346,644
Additions	-	-	696,962	3,133,175	30,385	-	17,951	68,111	189,534	4,136,118
Revaluations	-	-	-	-	-	-	-	-	-	-
Transfers	-	-	749,566	(2,329,238)	-	188,143	35,534	1,355,995	-	-
Disposals	-	-	-	-	-	-	-	-	(70,710)	(70,710)
AS AT 31 DECEMBER 2024	23,500	8,600,000	27,618,044	6,981,764	1,070,204	919,864	194,844	3,024,861	978,971	49,412,052
Depreciation										
As at 1 January 2024	-	-	15,398,183	-	758,785	653,274	91,618	1,010,244	558,331	18,470,435
Disposals	-	-	-	-	-	-	-	-	(63,381)	(63,381)
Charge for the year	-	-	1,416,227	-	107,591	102,344	19,453	230,661	131,100	2,007,376
AS AT 31 DECEMBER 2024	-	-	16,814,410	-	866,376	755,618	111,071	1,240,905	626,050	20,414,430
Net book value										
AS AT 31 DECEMBER 2024	23,500	8,600,000	10,803,634	6,981,764	203,828	164,246	83,773	1,783,956	352,921	28,997,622
As at 31 December 2023	23,500	8,600,000	10,773,333	6,177,827	281,034	78,447	49,741	590,511	301,816	26,876,209

THE ROYAL ZOOLOGICAL SOCIETY OF SCOTLAND

Notes to the Consolidated Financial Statements

For the year ended 31 December 2024

14 Fixed assets (continued)

Charity	Heritable Land	Investment Property		Assets Under Construction		Computer Hardware		Software		Office Equipment		Plant & Machinery		Vehicles		TOTAL
		£	Property	£	Construction	£	Hardware	£	Software	£	Equipment	£	Machinery	£	Vehicles	£
Cost																
As at 1 January 2024	23,500	8,600,000	24,994,576	6,177,827	1,018,123	728,001	136,964	1,499,636	860,147	44,038,774						
Additions	-	-	76,309	3,133,175	30,385	-	17,951	62,054	189,534	3,509,408						
Revaluation	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Transfers	-	-	749,566	(2,329,238)	-	188,143	35,534	1,355,995	-	-	-	-	-	-	-	-
Disposals	-	-	-	-	-	-	-	-	-	(70,710)	-	-	-	-	-	-
AS AT 31 DECEMBER 2024	23,500	8,600,000	25,820,451	6,981,764	1,048,508	916,144	190,449	2,917,685	978,971	47,477,472						
Depreciation																
As at 1 January 2024	-	-	14,835,809	-	756,602	649,553	88,022	930,128	558,331	17,818,445						
Disposals	-	-	-	-	-	-	-	-	-	(63,381)						
Charge for the year	-	-	1,300,504	-	105,421	102,344	18,656	221,199	131,100	1,879,224						
AS AT 31 DECEMBER 2024	-	-	16,136,313	-	862,023	751,897	106,678	1,151,327	626,050	19,634,288						
Net book value																
AS AT 31 DECEMBER 2024	23,500	8,600,000	9,684,138	6,981,764	186,485	164,247	83,771	1,766,358	352,921	27,843,184						
As at 31 December 2023	23,500	8,600,000	10,158,767	6,177,827	261,521	78,448	48,942	569,508	301,816	26,220,329						

Land and buildings at 132 Corstorphine Road, Edinburgh have been stated at Trustees' valuation based on an independent valuation on an existing use basis at open market value of £8,600,000 as at 30 January 2020 by DM Hall, Chartered Surveyors. At 31 December 2024 the historic cost of the investment property was nil.

The net book value of motor vehicles held under finance leases was £120,155 (2023: £49,912). The depreciation charge for the year in relation to these assets held under finance leases amounted to £37,590 (2023: £24,464).

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15 Investments

	Group		Charity	
	2024	2023	2024	2023
	£	£	£	£
Fair value of securities	3,373,170	3,139,714	3,373,172	3,139,716
Purchases	573,219	1,543,165	573,219	1,543,165
Disposal proceeds	(538,810)	(1,513,975)	(538,810)	(1,513,975)
Unrealised gain/(loss)	145,863	191,103	145,863	191,103
Realised gain/(loss)	(9,725)	13,163	(9,725)	13,163
Fair value of securities	3,543,717	3,373,170	3,543,719	3,373,172
Cash investments	83,676	139,018	83,676	139,018
Fair value of investments	3,627,393	3,512,188	3,627,395	3,512,190
Cost of investments	2,865,476	2,820,946	2,865,478	2,820,948

The Charity's investments include the investment in the subsidiary, Ark Enterprises Ltd and is stated at cost (note 32).

16 Stocks

	Group		Charity	
	2024	2023	2024	2023
	£	£	£	£
Goods for resale	255,070	344,672	-	-
Consumable stores	149,435	148,904	149,433	148,901
	404,505	493,576	149,433	148,901

17 Debtors

	Group		Charity	
	2024	2023	2024	2023
	£	£	£	£
Trade debtors	302,232	246,193	290,721	184,644
Other	239,297	153,413	239,297	153,413
Prepayments & accrued income	652,563	2,226,602	642,065	2,218,845
Amounts owed by subsidiary company	-	-	1,115,192	890,556
	1,194,092	2,626,208	2,287,275	3,447,458

18 Creditors: Amounts falling due within one year

	Group		Charity	
	2024	2023	2024	2023
	£	£	£	£
Trade creditors	621,736	814,869	603,792	789,174
Social security and other taxes	192,179	209,440	192,180	209,441
Other creditors	58,992	55,384	58,992	55,384
Accruals	912,912	1,170,505	829,430	1,048,949
Finance leases (note 19)	29,813	13,549	29,813	13,549
Deferred income	599,578	565,582	599,578	565,582
Bank loan (note 19)	1,223,896	1,252,554	1,223,896	1,252,554
	3,639,106	4,081,883	3,537,681	3,934,633

Other creditors include outstanding pension contributions of £49,724 (2023: £46,462).

Deferred income includes membership, rental, grants and donation income where the condition for recognition will be met in future periods. The movement in deferred income is analysed as follows:

	Group		Charity	
	2024	2023	2024	2023
	£	£	£	£
As at 1 January 2024	565,582	634,756	565,582	557,670
Amounts released from previous years	(565,582)	(634,756)	(565,582)	(557,670)
Income deferred	599,578	565,582	599,578	565,582
As at 31 December 2024	599,578	565,582	599,578	565,582

19 Creditors: Amounts falling due after one year

	Group		Charity	
	2024	2023	2024	2023
	£	£	£	£
Finance leases	61,785	33,377	61,785	33,377
Bank loan	2,033,939	3,208,101	2,033,939	3,208,101
	2,095,724	3,241,478	2,095,724	3,241,478

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Notes to the Consolidated Financial Statements
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19 Creditors: Amounts falling due after one year (continued)

The Society has entered into the following loans:

	Date	Loan £	Duration	Interest rate (%)	Security
Bank of Scotland	March 2020	2,000,000	20 years	BOE base + 2.35%	Land at 132 Corstorphine Road, Edinburgh and assignment of rents re lease of the Holiday Inn
Bank of Scotland	May 2020	5,000,000	6 years	BOE base +1.59%	Land and buildings at 132 and 134 Corstorphine Road, Edinburgh and assignment of rents re lease of the Holiday Inn
Scottish Government	June 2020	500,000	5 years	0.50%	Admissions building at 134 Corstorphine Road, Edinburgh
Third Sector Resilience Fund	May 2020	160,000	5 years	0.00%	None

	Group		Charity	
	2024	2023	2024	2023
	£	£	£	£
Bank loans are repayable as follows:				
Less than one year	1,223,896	1,243,896	1,223,896	1,243,896
Between one and two years	520,563	1,223,896	520,563	1,223,896
Between two and five years	311,688	728,355	311,688	728,355
In five years or more	1,201,688	1,264,508	1,201,688	1,264,508
	<u>3,257,835</u>	<u>4,460,655</u>	<u>3,257,835</u>	<u>4,460,655</u>

Financial commitments under finance leases and hire purchase contracts will result in the following payments.

	2024	2023
	£	£
Minimum lease payments under finance leases falling due:		
Within one year	29,813	13,549
Within 2-5 years	<u>61,785</u>	<u>33,377</u>
	<u>91,598</u>	<u>46,926</u>

20 Provision for other liabilities

	Group		Charity	
	2024	2023	2024	2023
	£	£	£	£
Deferred tax	-	15,023	-	-
	<u>-</u>	<u>15,023</u>	<u>-</u>	<u>-</u>

21 Unrestricted funds

	As at 1 January 2024	Incoming resources	Other gains/(losses)	Pension	Resources expended	Transfer	As at 31 December 2024
	£	£	£	£	£	£	£
Group funds							
General reserve	13,167,347	22,287,960	119,076	-	(22,326,039)	-	13,248,344
Revaluation reserve	8,600,000	-	-	-	-	-	8,600,000
Pension reserve	-	-	-	-	-	-	-
Group funds	<u>21,767,347</u>	<u>22,287,960</u>	<u>119,076</u>	<u>-</u>	<u>(22,326,039)</u>	<u>-</u>	<u>21,848,344</u>
Charity funds							
General reserve	12,598,457	17,974,678	119,076	-	(17,842,211)	-	12,850,000
Revaluation reserve	8,600,000	-	-	-	-	-	8,600,000
Pension reserve	-	-	-	-	-	-	-
Charity funds	<u>21,198,457</u>	<u>17,974,678</u>	<u>119,076</u>	<u>-</u>	<u>(17,842,211)</u>	<u>-</u>	<u>21,450,000</u>
Group funds							
General reserve	12,088,482	22,959,438	180,003	-	(22,060,576)	-	13,167,347
Revaluation reserve	8,600,000	-	-	-	-	-	8,600,000
Pension reserve	-	67,000	-	(250,000)	183,000	-	-
Group funds	<u>20,688,482</u>	<u>23,026,438</u>	<u>180,003</u>	<u>(250,000)</u>	<u>(21,877,576)</u>	<u>-</u>	<u>21,767,347</u>
Charity funds							
General reserve	11,365,238	17,924,118	180,003	-	(16,870,902)	-	12,598,457
Revaluation reserve	8,600,000	-	-	-	-	-	8,600,000
Pension reserve	-	67,000	-	(250,000)	183,000	-	-
Charity funds	<u>19,965,238</u>	<u>17,991,118</u>	<u>180,003</u>	<u>(250,000)</u>	<u>(16,687,902)</u>	<u>-</u>	<u>21,198,457</u>

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22 Restricted funds	As at 1 January 2024 £	Incoming resources £	Resources expended £	Transfers £	AS AT 31 DECEMBER £
Capital funds	8,220,297	1,212,923	(472,286)	-	8,960,934
Income funds					
RZSS Conservation Fund	3,308	-	-	-	3,308
Scottish Wildcat Legacy	790,000	-	(50,000)	-	740,000
Budongo Conservation Field Station	207,294	107,582	(127,155)	-	187,721
Giant Armadillo Project (Pantanal)	44,834	63,248	(56,058)	-	52,024
Pallas Cat	84,409	53,067	(53,258)	-	84,218
EZ Education Fund	107,682	60,700	(84,134)	-	84,248
HWP Education Fund	2,575	-	-	-	2,575
Cambodian Genetic project	4,121	-	(2,507)	-	1,614
Heart of the Zoo award	1,721	-	(250)	-	1,471
Native Invertebrates	42,789	135,659	(122,509)	-	55,939
Nubian Ibex	(472)	-	-	-	(472)
RZSS Animal fund	5,888	3,540	(4,072)	-	5,356
Science Specialist Confucius classroom	15,454	13,800	(24,982)	-	4,272
SWA4Life	1,418,343	636,513	(1,040,305)	-	1,014,550
Flapper Skate	15,239	18,544	(26,414)	-	7,369
BBR CryoArks	13,433	-	(13,437)	-	(4)
Pine Hoverfly Captive Breeding	103	-	-	-	103
Siamese Crocodile	(7,566)	-	-	-	(7,566)
Prey Lang Elephant	2,081	-	-	-	2,081
Mekong Elephant Project	2,072	-	-	-	2,072
Gentoo Penguins	492	-	-	-	492
Interpretation	68,223	-	(43,769)	-	24,454
Nahan's Partridge project	-	4,500	(4,500)	-	-
Archive project	-	25,000	(15,000)	-	10,000
	2,822,022	1,122,153	(1,668,350)	-	2,275,825
	11,042,319	2,335,076	(2,140,636)	-	11,236,759

	As at 1 January 2023 £	Incoming resources £	Resources expended £	Transfers £	As at 31 December 2023 £
Capital funds	5,159,857	3,562,100	(501,660)	-	8,220,297
Income funds					
RZSS Conservation Fund	3,308	-	-	-	3,308
Scottish Wildcat Legacy	800,000	-	(10,000)	-	790,000
Budongo Conservation Field Station	127,441	165,836	(85,983)	-	207,294
Giant Armadillo Project (Pantanal)	77,158	3,941	(36,265)	-	44,834
Pallas Cat	59,185	33,657	(8,433)	-	84,409
EZ Education Fund	140,949	27,150	(60,417)	-	107,682
HWP Education Fund	2,575	-	-	-	2,575
Cambodian Genetic project	5,528	-	(1,407)	-	4,121
Inclusive Zoo	-	-	-	-	-
Cameroon frog and earthworm	-	-	-	-	-
Heart of the Zoo award	1,315	1,250	(844)	-	1,721
Native Invertebrates	14,612	61,144	(32,967)	-	42,789
Nubian Ibex	(472)	-	-	-	(472)
RZSS Animal fund	5,286	1,560	(958)	-	5,888
Science Specialist Confucius classroom	13,322	23,370	(21,238)	-	15,454
SWA4Life	2,019,395	480,239	(1,081,292)	-	1,418,343
Flapper Skate	28,086	-	(12,847)	-	15,239
BBR CryoArks	15,114	-	(1,681)	-	13,433
Pine Hoverfly Captive Breeding	(11,755)	21,000	(9,142)	-	103
Siamese Crocodile	(1,339)	2,545	(8,772)	-	(7,566)
Prey Lang Elephant	2,081	-	-	-	2,081
Mekong Elephant Project	1,706	366	-	-	2,072
Scottish Zoo and Aquarium Conservation Fund	-	-	-	-	-
Gentoo Penguins	2,221	-	(1,729)	-	492
Interpretation	178,639	-	(110,416)	-	68,223
	3,484,355	822,058	(1,484,391)	-	2,822,022
	8,644,212	4,384,158	(1,986,051)	-	11,042,319

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22 Restricted funds (continued)

The above fund balances at 31 December 2024 represent the net amounts available for restricted expenditure. More detail is given below for funds with significant balances.

Capital funds

Capital funds have been invested in fixed assets, with depreciation being charged to the fund over the remaining life of the asset.

Income funds

RZSS Conservation Fund - represents funds from the British Herpetological Society and the Wildfowl and Wetlands Trust to support a project to translocate natterjack toads to Carsethorn on the Solway coast.

Scottish Wildcat Legacy - represents funds received from a legacy for the Scottish wildcat conservation project.

Budongo Conservation Field Station - represents funding received from research students going out to the Budongo Conservation Field Station (BCFS) in Uganda and grants from the Arcus Foundation to fund conservation and research activities at the BCFS.

Giant Armadillo Project - represents funding received from Prince Bernhard Nature Fund, the Whitley Fund, Amneville Zoo, CEPA, CERZA, Natural Research and Seaworld, Kilverstone Wildlife Charitable Trust and Cerza Conservation for the ecological study of the secretive giant armadillo in the Pantanal wetlands of Brazil.

Pallas Cat - represents funds held as a species support fund on behalf of the European Pallas Cat Breeding Programme.

EZ Education - represents income from the City of Edinburgh Council, the Mickle Fund, the Cruden Foundation, the CRH Trust, Baillie Gifford, the Nancie Massey Charitable Trust and the Horseman Trust to support our education programmes.

HWP Education Fund - represents funding from the Gordon and Ena Baxter Foundation and the Russell Trust to develop the education programme at the Highland Wildlife Park.

Cambodian Genetics project - represents grant funding from Flora and Fauna International to develop the capacity of the Royal University of Phnom Penh's Conservation Genetics lab to deliver in-country genetics support for the conservation of threatened species in Cambodia.

Heart of the Zoo Awards - represents donations received from the family and friends of Rob Ollason, a former employee, to fund an annual award to recognise RZSS staff who in the view of their colleagues have shown the most consistent commitment to working to support the values of the Society and its mission statement.

Native Invertebrates - represents funding from the Craignish Trust, the Scottish Zoo and Aquarium Conservation Fund, Nature Scot, Bug Life and the Cairngorms National Park Authority to support the conservation of endangered native invertebrates by rebuilding populations at sites in Scotland where the species have lived in the past.

Nubian Ibex project - represents grant funding from the Government of Oman to support a PhD student to undertake genetic monitoring of the Nubian Ibex.

RZSS Animal Fund - represents donations received on World Rhino Day to support the animal husbandry of the rhinos at Edinburgh Zoo and two immemorial donations in support of the animal husbandry and research of penguins at Edinburgh Zoo.

Science Specialist Confucius Classroom - represents grant funding from the Confucius Institute for Scottish Schools to support the set up and launch of a Confucius Classroom.

SWA4Life - represents grant funding from the European Commission Executive Agency for Small and Medium sized Enterprises and other Associated Beneficiaries (Cairngorm National Park Authority, Consejería de Medio Ambiente y Ordenación del Territorio de la Junta de Andalucía, Forestry and Land Scotland, Nordens Ark and Scottish Natural Heritage), People's Trust for Endangered Species, The National Trust for Scotland, Rewilding Europe, The European Nature Trust, The Big Give and the Scottish Zoo and Aquarium Conservation Fund to fund the SWA4Life project aimed at supporting wildcat recovery through threat mitigation and translocation.

BBR CryoArks - represents grant funding from National Museums Scotland to allow us to hold a frozen collection of non model and endangered animal taxa in our biobank facility at Edinburgh Zoo.

Flapper Skate - represents grant funding from the American Association of Zoo Veterinarians, the Scottish Zoo and Aquarium Conservation Fund, Nature Scot, The British Wildlife Health Association and the Fisheries Society of the British Isles to fund an investigation into the physiological responses of flapperskate to capture and surgical implantation of acoustic tags in Scotland.

Pine Hoverfly Captive Breeding - represents funding from Cairngorm National Park Authority and the Scottish Zoo and Aquarium Conservation Fund for the development of facilities and staff time on the pine hoverfly captive breeding project.

Siamese crocodile - represents grant funding from Flora and Fauna International to further develop the capacity of the Royal University of Phnom Penh's Conservation Genetics lab and thereby develop in country conservation of siamese crocodiles in Cambodia.

Prey Lang Elephant - represents funding from the Royal University of Phnom Penh to conduct genetic analysis of the Prey Lang Elephant.

Mekong Elephant Project - represents funding from the Royal University of Phnom Penh to conduct genetic analysis of the Mekong Elephant.

Gentoo Penguins - represents funding from the American Association of Zoo Veterinarians and the European College of Zoological Medicine to fund research into aspergillosis in gentoo penguins

Interpretation - represents funding from an anonymous Trust to develop interpretation at Edinburgh Zoo.

Nahan's Partridge Project - funding from World Pheasant Association to increase understanding of Nahan's partridge populations in Uganda.

Archive project - represents funding from Edinburgh University to further support the preservation of the RZSS archive.

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23 Endowment fund

	As at 1 January 2024	Realised /unrealised gains/(losses)	Investment income	Resources expended	Transfer to unrestricted funds	As at 31 December 2024
	£	£	£	£	£	£
J W Gibb Fund	517,042	13,028	-	(3,270)	-	526,800

The above fund is to support the maintenance and upkeep of animals, consistent with our objectives.

24 Analysis of reserves between net assets

Group	Unrestricted funds £	Restricted funds £	Endowment funds £	Total 2024 £
Fixed assets	20,036,688	8,960,934	-	28,997,622
Investments	3,100,593	-	526,800	3,627,393
Net current assets	806,787	2,275,825	-	3,082,612
Long term liabilities	(2,095,724)	-	-	(2,095,724)
Pension deficit	-	-	-	-
	<u>21,848,344</u>	<u>11,236,759</u>	<u>526,800</u>	<u>33,611,903</u>
	Unrestricted funds £	Restricted funds £	Endowment funds £	Total 2023 £
Fixed assets	18,655,912	8,220,297	-	26,876,209
Investments	2,995,146	-	517,042	3,512,188
Net current assets	3,372,790	2,822,022	-	6,194,812
Long term liabilities	(3,256,501)	-	-	(3,256,501)
Pension deficit	-	-	-	-
	<u>21,767,347</u>	<u>11,042,319</u>	<u>517,042</u>	<u>33,326,708</u>
Charity	Unrestricted funds £	Restricted funds £	Endowment funds £	Total 2024 £
Fixed assets	18,882,250	8,960,934	-	27,843,184
Investments	3,100,595	-	526,800	3,627,395
Net current assets	1,562,880	2,275,825	-	3,838,704
Long term liabilities	(2,095,724)	-	-	(2,095,724)
Pension deficit	-	-	-	-
	<u>21,450,000</u>	<u>11,236,759</u>	<u>526,800</u>	<u>33,213,559</u>
	Unrestricted funds £	Restricted funds £	Endowment funds £	Total 2023 £
Fixed assets	18,000,032	8,220,297	-	26,220,329
Investments	2,995,148	-	517,042	3,512,190
Net current assets	3,444,755	2,822,022	-	6,266,777
Long term liabilities	(3,241,478)	-	-	(3,241,478)
Pension deficit	-	-	-	-
	<u>21,198,457</u>	<u>11,042,319</u>	<u>517,042</u>	<u>32,757,818</u>

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25 Net cash (outflow)/inflow from operating activities

	Group		Charity	
	2024	2023	2024	2023
	£	£	£	£
Net income/(expenditure) for the reporting period as per the statement of financial activity	285,195	3,749,252	455,741	3,903,606
Depreciation charges	2,007,376	1,947,585	1,879,224	1,861,476
(Gain)/loss on investments	(136,138)	(204,266)	(136,138)	(204,266)
(Increase)/Decrease in Stock	89,071	(31,154)	(532)	(30,602)
(Increase)/Decrease in Debtors	1,432,116	(912,853)	1,160,183	(1,673,733)
Increase/(Decrease) in Creditors	(430,383)	328,665	(384,558)	401,315
Investment Income	(750,914)	(675,425)	(1,376,436)	(1,512,178)
Interest paid	280,287	311,987	280,287	311,987
Increase/(Decrease) in deferred tax provision	(15,023)	-	-	-
Cash movements in pension scheme	-	(250,000)	-	(250,000)
(Gain)/Loss on disposal of tangible fixed assets	(27,311)	14,253	(27,311)	14,253
(Gain)/loss on currency	4,034	-	4,034	-
Net cash inflow/(outflow)	2,738,310	4,278,044	1,854,494	2,821,859

26 Analysis of changes in net debt during the year

	Group				
	As at 1	New finance	Foreign	Other non-	As at 31
	January	lease	exchange	cash changes	December 2024
	2024	£	movement	£	£
	£		£	£	£
Cash held as part of the investment portfolio (note 15)	139,018	-	-	(55,342)	83,676
Cash at bank and in hand	7,156,911	-	-	(2,033,790)	5,123,121
Loan - Amounts falling due within 1 year	(1,252,554)	-	-	(1,174,163)	(1,223,896)
Loan - Amounts falling due after 1 year	(3,208,100)	-	-	1,174,163	(2,033,939)
Finance leases - Amounts falling due within 1 year	(13,549)	(23,816)	-	7,552	(29,813)
Finance leases - Amounts falling due after 1 year	(33,379)	(41,716)	-	13,310	(61,785)
	2,788,347	(65,532)	-	(865,449)	1,857,364

	Charity				
	As at 1	New finance	Foreign	Other non-	As at 31
	January	lease	exchange	cash changes	December 2024
	2024	£	movement	£	£
	£			£	£
Cash held as part of the investment portfolio (note 15)	139,018	-	-	(55,342)	83,676
Cash at bank and in hand	6,605,051	-	-	(1,665,374)	4,939,677
Loan - Amounts falling due within 1 year	(1,252,554)	-	-	(1,174,163)	(1,223,896)
Loan - Amounts falling due after 1 year	(3,208,100)	-	-	1,174,163	(2,033,940)
Finance leases - Amounts falling due within 1 year	(13,549)	(23,816)	-	7,552	(29,813)
Finance leases - Amounts falling due after 1 year	(33,379)	(41,716)	-	13,310	(61,785)
	2,236,487	(65,532)	-	(497,034)	1,673,919

27 Reconciliation of net cash flow to movement in net debt

	Group		Charity	
	2024	2023	2024	2023
	£	£	£	£
Increase in cash in the period	(2,089,132)	(3,353,700)	(1,720,716)	(3,682,843)
Cash outflow from debt financing	1,158,148	1,215,224	1,158,148	1,215,224
Change in debt resulting from cash flows	(930,984)	(2,138,476)	(562,568)	(2,467,619)
Net debt at the beginning of the period	2,788,347	4,926,823	2,236,487	4,704,106
Net funds/(debt) at the end of the period	1,857,363	2,788,347	1,673,919	2,236,487

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28 Defined benefit pension scheme

	As at 1 January 2024 £	Provided £	Released £	As at 31 December 2024 £
Group & Charity				
Total pension surplus/(deficit)	-	-	-	-

At 31 December 2024 the Society owed the defined benefit pension scheme £nil (2023: £nil) in relation to employer's deficit contributions.

Information about the characteristics of the fund

The Fund provides pensions in retirement and death benefits to members. Pension benefits are linked to a member's final salary at leaving service and their length of service. The Fund closed to new members and to accrual of new benefits on and from 30 September 2008. The Fund is a registered fund under UK legislation and is subject to the scheme funding requirements. The Fund is governed by the Fund's trust deed and rules dated 29 April 1970. The Trustee is responsible for the operation and governance of the Fund, including making decisions regarding the Fund's funding and investment strategy in conjunction with the Society.

Information about the risks of the fund to the Society

The Fund exposes the Society to actuarial risks such as; market (investment) risk, interest rate risk, inflation risk, currency risk and longevity risk. The Fund does not expose the Society to any unusual fund specific or Society specific risks.

Information about the valuation of the defined benefit obligation at the measurement date

The most recent formal actuarial valuation of the fund was at 31 March 2023. The liabilities at the Measurement Date have been calculated by updating the results of the formal actuarial valuation of the fund for the assumptions as detailed in these disclosures. Allowance has been made for the passage of time, benefits paid out, expected mortality over the period, as well as actual movement in financial conditions since the valuation date. Such an approach is normal for the purposes of accounting disclosures. It is not expected that these projections will be materially different from a summation of individual calculations at the measurement date, although there may be some discrepancy between the actual liabilities for the Fund at the Measurement Date and those included in the disclosures.

Information about the most recent actuarial valuation and expected future cashflows to and from the Fund

The valuation at 31 March 2023 revealed a funding surplus of £0.5m. Therefore no contributions are expected from the Society over the next accounting period. The contributions paid by the Society are reviewed every 3 years as part of each formal actuarial valuation. The Funds next actuarial valuation is due at 31 March 2026. In addition the Society is expected to meet the cost of core administrative expenses for the Fund. It was agreed between the Trustee and the Society following the 2023 valuation that non core fees could be picked up from the fund at the Trustees discretion via a reimbursement to the Society.

The liabilities of the fund are based on the current value of expected benefit payment cashflows to members approximately over the next 70 years. The average duration of the liabilities is approximately 12 years.

The Fund's Investment strategy

The most recent statement of Investment Principles was agreed by the Trustee and Society in May 2024. The Fund's investment strategy is to invest broadly 10% in return seeking assets, 30% in corporate bonds and 60% in gilts. This strategy reflects the Fund's liability profile and the Trustee's and Society's attitude to risk. The fund holds a number of annuity policies which match a portion of the pensions in payment.

The principal actuarial assumptions used were:

	As at 31 December 2024 %	As at 31 December 2023 %
Liability discount rate	5.50	4.55
Inflation assumption (RPI pre 2030)	3.20	3.10
Inflation assumption (RPI post 2030)	2.90	2.80
Inflation assumption (CPI pre 2030)	2.20	2.10
Inflation assumption (CPI post 2030)	2.90	2.80
Increase in pensions in payment		
LPI pension increase (pre 2030)	2.25	2.15
LPI pension increase (post 2030)	2.85	2.75
Proportion of employees commuting pension for cash	100% of maximum tax free cash is taken at retirement, on current terms cash	100% of maximum tax free cash is taken at retirement, on current terms cash

Assumed life expectancies on retirement at age 65 are:

	As at 31 December 2024	As at 31 December 2023
Male aged 65 at year end	21.20	21.30
Female aged 65 at year end	23.70	23.60
Expected age at death of future pensioner at age 65		
Male aged 45 at year end	22.50	22.60
Female aged 45 at year end	25.10	25.00

THE ROYAL ZOOLOGICAL SOCIETY OF SCOTLAND

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FOR THE YEAR ENDED 31 DECEMBER 2024

28 Defined benefit pension scheme (continued)

The major caterogoes of fund assets are as follows:

	31/12/2024 £000	31/12/2023 £000
Buy and Maintain Credit	2,268	1,651
Multi asset funds	820	3,375
Bonds	3,894	3,038
Cash	693	94
Insured Pensioners	338	420
Total market value of assets	8,013	8,578

The amounts recognised in the statement of financial position are as follows:

	£000	£000
Defined benefit obligation	(6,314)	(6,979)
Fair value of fund assets	8,013	8,578
Net defined benefit (liability)/asset	1,699	1,599
Restriction on asset recognition	(1,699)	(1,599)
Net amount recognised at year end (before any adjustment for deferred tax)	-	-

The amounts recognised in comprehensive income are:

The current and past service costs, settlements and curtailments, together with the net interest expenses for the year are included in the profit and loss. Remeasurement of the net defined benefit liability are included in other comprehensive income.

	Year ended 31/12/2024 '£000	Year ended 31/12/2023 '£000
Service cost:		
Net Interest expense/Credit	(73)	(67)
Charge/(credit) recognised in profit or loss	(73)	(67)
Remeasurement of the net liability		
Return of fund assets (excluding amounts included in net interest expense)	631	(79)
Actuarial (gains)/losses	(658)	35
Adjustment for restrictions on the asset recognised	100	294
Charge/(credit) recorded in other comprehensive income	73	250
Total defined benefit cost/(credit)	-	183

Reconciliation of fund assets and liabilities.

	Assets £000	Liabilities £000	Total £000
At start of period	8,578	(6,979)	1,599
Interest income / (expense)	383	(310)	73
Return on assets, excluding amount included in interest expense	(631)	-	(631)
Benefits paid	(317)	317	-
Actuarial gains/(losses)	-	658	658
Fair value of fund assets at end of year	8,013	(6,314)	1,699

The return on Fund assets was:

	31/12/2024 £000	31/12/2023 £000
Interest income	383	392
Return on Fund assets (excluding amount included in net interet expense)	(631)	79
Total return on planned assets	(248)	471

Sensitivity analysis

Sensitivity of the liability value to changes in the principal assumptions

		Impact on fund liabilities	
		Increase in assumption £000	Decrease in assumption £000
	Assumption		
Discount rate	Change by 0.25%	(166)	189
Rate of inflation	Change by 0.25%	130	(110)
Assumed life expectancy	Change by 1 year	200	(197)

Estimation of next period's profit or loss

	2025 £000	2024 £000
Net interest on the net defined benefit liability	-	-
Total Expense / (Credit)	-	-

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Notes to the Consolidated Financial Statements FOR THE YEAR ENDED 31 DECEMBER 2024

29 Guarantees and other financial commitments

The group's minimum operating lease payments are as follows:

	Group		Charity	
	2024	2023	2024	2023
	Total	Total	Total	Total
	£	£	£	£
Within one year	155,014	138,149	148,654	131,789
Within 2-5 years	477,639	479,546	472,339	467,886
In 5 years or more	700,000	800,000	700,000	800,000
	<u>1,332,653</u>	<u>1,417,695</u>	<u>1,320,993</u>	<u>1,399,675</u>

Operating lease payments of £254,276 were paid in the year (2023: £200,208).

The Society has entered into a commitment in relation to the refurbishment of the visitor centre at the Highland Wildlife Park. The total sum committed at 31 December 2024 was £1.4m. As at 31 December 2024 £613k has been paid for the refurbishment. Settlement of the balance of £827k is expected before 1 July 2025. The total sum committed at 31 December 2023 was £1.4m.

30 Operating leases

The group holds surplus land at Edinburgh Zoo as an investment property as disclosed in note 14 which is let to a third party. This non cancellable lease has a remaining term of 46 years.

	Group & Charity	
	2024	2023
	Total	Total
	£	£
Future minimum rentals receivable under non-cancellable operating leases are as follows:		
Not later than one year	550,000	550,000
After one year but not more than five years	2,200,000	2,200,000
After five years	<u>22,137,500</u>	<u>22,687,500</u>
	<u>24,887,500</u>	<u>25,437,500</u>

31 Financial Instruments

Financial assets

Measured at fair value through the profit and loss account

	Group & Charity	
	2024	2023
	£	£
	<u>3,543,717</u>	<u>3,373,172</u>

Financial assets measured at fair value through the statement of financial activities are listed investments.

32 Ark Enterprises Limited

The retail and catering businesses at Edinburgh Zoo and the Highland Wildlife Park are carried out by the Society's wholly owned subsidiary company, Ark Enterprises Limited (SC 121528), which is incorporated in the United Kingdom.

The turnover and net contribution to the Society from this company was as follows:

	2024	2023
	£	£
Turnover	5,392,805	6,382,075
Raw materials and consumables	<u>(3,597,318)</u>	<u>(4,194,266)</u>
Gross profit	1,795,487	2,187,809
Staff costs	(631,393)	(634,303)
Other operating charges	(720,139)	(871,106)
Tax on profit	15,023	-
Net profit for the year before gift aid donation	<u>458,978</u>	<u>682,400</u>
Gift aid donation to the Society	(629,522)	(836,754)
Shareholders' funds	<u>398,344</u>	<u>568,888</u>

Each year the company donates all of its net distributable taxable profits to the Society under the gift aid scheme on a cash basis.

THE ROYAL ZOOLOGICAL SOCIETY OF SCOTLAND

Notes to the Consolidated Financial Statements FOR THE YEAR ENDED 31 DECEMBER 2024

33 Related party transactions

Ark Enterprises Ltd is RZSS's wholly owned subsidiary. Management charges of £450,000 (2023: £510,000), charitable donations of £629,522 (2023: £836,754) and staff costs recharged of £631,393 (2023: £634,303) were received in the year. There was a debtor due from the subsidiary of £1,115,192 (2023: £890,556) at the year end.

During the year the Society spent £10,950 (2023: £9,449) on an annual membership of the Scottish Environmental Link, an organisation whose Trustees include Karen Blackport.

During the year the Society received a grant of £20,000 (2023: £20,000) from the Peoples Trust for Endangered Species, an organisation whose Chairman is Andrew Kitchener.

During the year the Society paid £21,378 (2023: £20,293) to the British and Irish Association of Zoos and Aquariums (BIAZA), £14,209 (2023: £9,245) to the European Association of Zoos and Aquaria (EAZA) and £3,182 (2023: £2,262) to the World Zoo and Aquarium Association (WAZA), all organisations whose Trustees include David Field. In addition £396 (2023: £714) was received from WAZA for conference materials, £542 (2023: £nil) was received from BIAZA for the provision of catering and £4,412 (2023: £nil) was received from EAZA for expenditure in relation to a conference which was hosted in Edinburgh.

In 2024 the Society paid £136 (2023: £187) to the National Museums Scotland, an organisation whose Trustees include Mary Bownes and whose principal curator is Andrew Kitchener, for travel expenses.

During the year the Society paid £1,449 (2023: £Nil) to the Scottish Council for Voluntary Organisations for training and received £800 (2023: £nil) from Capability Scotland for discounted admission tickets, both organisations whose Trustees include Ben Supple.

34 Ultimate controlling party

The charity is controlled by the Trustees.

Charity Information

Head office

Edinburgh Zoo
134 Corstorphine Road
Edinburgh
EH12 6TS

Registered charity number:

SC004064

Principal advisors

External auditors

Henderson Loggie LLP
The Stamp Office
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Edinburgh
EH1 3EG

Principal bankers

Bank of Scotland
300 Lawnmarket
Edinburgh
EH1 2PH

Principal solicitors

Anderson Strathern
58 Morrison Street
Edinburgh
EH3 8BP

Investment advisors

Adam and Company Limited
40 Princes Street
Edinburgh
EH2 2BY