BIAZA
BRITISH & IRISH ASSOCIATION OF ZOOS & AQUARIUMS

2025 Annual Report

BIAZA
BRITISH & IRISH ASSOCIATION OF ZOOS & AQUARIUMS
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The British and Irish Association of Zoos and Aquariums is a charitable company limited by guarantee and registered in England and Wales number 6789783. Registered Office Regent's Park, London NW1 4RY. Registered Charity Number is 1128168 and SC040783 (Scotland)

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Photo: Amber Rainsford | ZSL London Zoo

Paul Schofield | Yorkshire Wildlife Park

Jamie Christon
Chair of Board

BIAZA
Chair's Report 2025

2025 was another eventful year for the BIAZA community, with a total of 31.6 million people visiting our zoos, aquariums and safari parks across the UK and Ireland, a welcome increase from the year previously. In addition to inspiring millions of visitors, BIAZA members hosted over 866,000 educational visits, undertook 1,719 research projects and 1,057 conservation projects, and spent a total of over £33 million on vital conservation efforts to protect wildlife and restore nature – a significant increase on the year previous, congratulations everybody. These figures illustrate that our sector continues to be a conservation powerhouse and is at the forefront of taking action to address the biodiversity and climate crisis both here in the UK and Ireland and across the world.

Core to this is the work of BIAZA's committees and working group and I would like to thank everyone who gave their time throughout the year. There are too many achievements to list in their entirety but, to mention just a few, highlights include the Animal Welfare Working Group and their updated animal welfare toolkit and associated audit template; the Conservation Education Committee's successful conference at Hertfordshire Zoo; and the establishment of an Artificial Intelligence Working Group to initiate collaboration to advance the use of AI in conservation, education, zoo operations and skills and capacity building.

Underpinning this is the tireless dedication of the BIAZA Executive Office, which continues to be led expertly by Dr Jo Judge. I would like to place on record my sincere thanks to Jo and the entire team for everything they do to promote and enhance the reputation of our sector. BIAZA exists to advocate on behalf of its members and to encourage them to achieve their full potential. This is only possible because of our excellent central team.

2025 was a landmark year for BIAZA's lobbying work. After years of sustained political efforts and engagement the new Secretary of State's Standards for Modern Zoo Practice was launched in May at Chester Zoo. BIAZA played a vital role in shaping these standards throughout the consultation process and many of the recommendations made were reflected in the final legislation. These standards rank among the highest in the world, and I am pleased to say that many BIAZA members already meet or exceed them.

BIAZA also continues to work on easing the movement of endangered animals between the UK and EU. Since 2019 the number of transfers had fallen by 80%, threatening the success of the international breeding programmes which help to prevent extinction and protect global biodiversity. There was some progress in 2025, with the number of transfers increasing from 265 the previous year to 392, but this is still well below the previous average of around 1,400 per year and there remains an urgent need for action to remove the red tape which is causing the issue. BIAZA has continued to lobby officials and Parliamentarians on both sides of the Channel, and we are confident that progress is being made.

Finally, I would like to express my gratitude to my fellow BIAZA trustees for their commitment throughout 2025. In particular, it has been great to work alongside Cam Whitnall, Beccy Angus and Ben Supple in their first year as trustees. Sadly standing down in 2025 were David Field and Nikki Burton-Mallott, and I'm sure the entire membership is immensely grateful for their many years of service.

Here's to connecting many millions more people with nature in 2026 and another year of fighting to protect some of the world's most precious and endangered species and habitats.

BIAZA CEO
Office Report 2025

2025 was a pivotal year for BIAZA, defined by meaningful progress, sector-wide collaboration, and strengthened support for our member zoos and aquariums. As the organisation continued to grow in both size and influence, the Executive Office, committees, and working groups collectively delivered substantial achievements across welfare, conservation, education, political advocacy, and member engagement.

Throughout 2025, BIAZA maintained its commitment to raising standards across the sector, from the successful roll-out of the accreditation programme to its role in shaping the new Standards for Modern Zoo Practice in Great Britain. Members engaged enthusiastically with BIAZA's visits, events, campaigns and initiatives, reflecting the strength of our community and the shared dedication to advancing excellence in animal care, environmental stewardship and public engagement.

As we look to 2026, BIAZA remains focused on championing the needs of our members, amplifying their impact, and ensuring that zoos and aquariums continue to play a vital role in conservation and society. The accomplishments of 2025 underscore the value of our collaborative approach, and this report celebrates the collective effort that makes BIAZA such a powerful and united force for the sector and for nature.

BIAZA Executive Office
The BIAZA Executive Office grew to its largest size to date with the addition of Fundraising and Grants Consultant Clare, enhancing our capacity to deliver meaningful support across the sector. This expanded team enabled BIAZA to respond more effectively to member needs and to advance our strategic priorities with renewed energy and expertise.

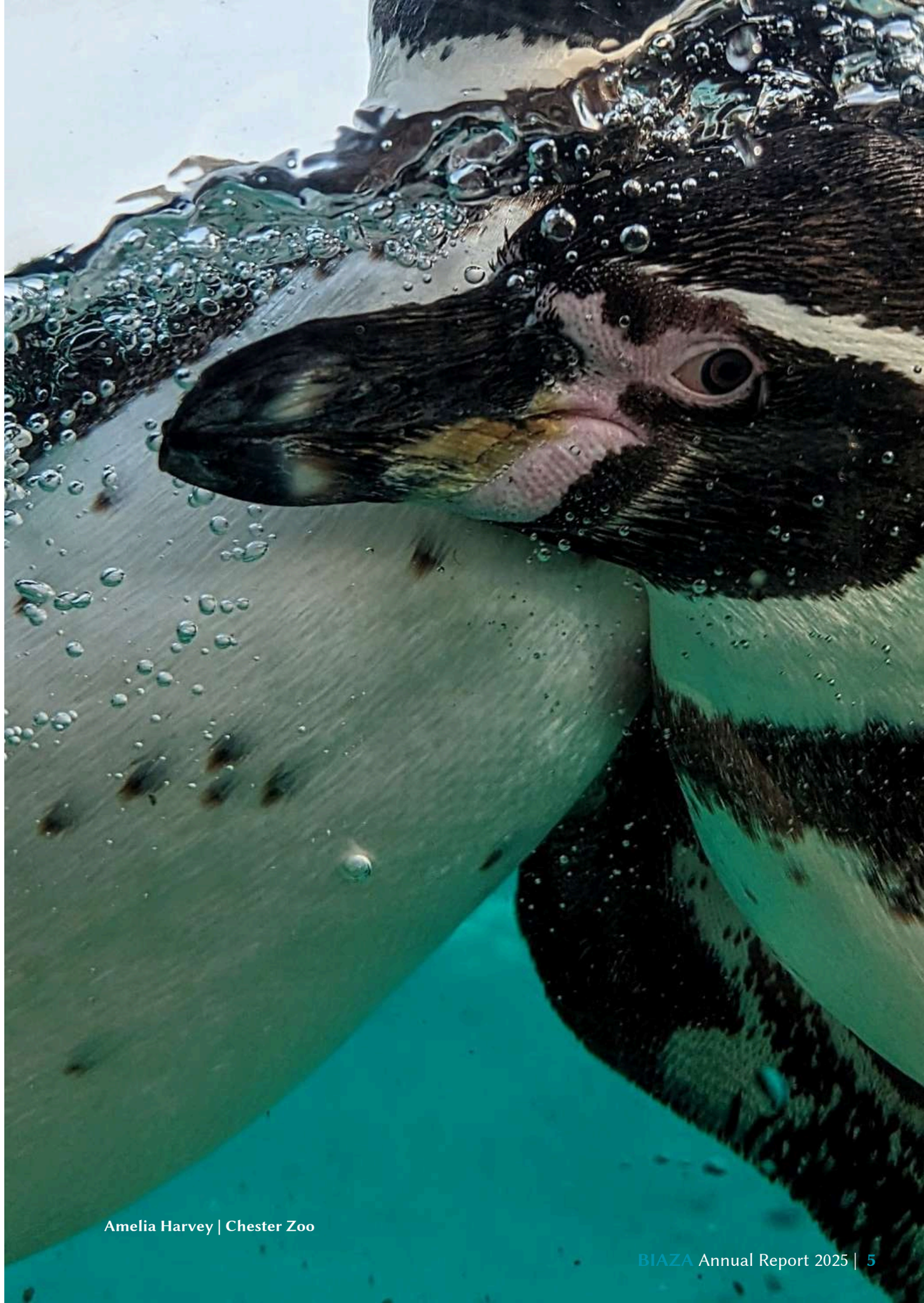
Membership
Engagement with members remained a cornerstone of our work. In 2025, the BIAZA team collectively visited more than 50 zoos and aquariums across the UK and Ireland, from the National Marine Aquarium to Emerald Park. These visits were particularly significant as BIAZA welcomed new members once again, reinforcing the organisation's vital role in supporting and representing the sector.

2025 also marked BIAZA's first full year of accreditation, which has already delivered tangible benefits for animal welfare through improved facilities and practices. Member feedback highlights the value of accreditation as a tool for positive change, while also enabling BIAZA to better understand, support and champion the outstanding work undertaken across our membership.

Committees and Working Groups
The Committees and Working Groups continued to work tirelessly to further BIAZA's core mission areas, further details can be found in the following pages. An Artificial Intelligence Working Group was created to initiate collaboration to advance artificial intelligence efforts across the membership focusing on areas such as conservation, education, zoo operations and skills and capacity building.

Conferences and workshops
BIAZA put on 17 conferences and workshops in 2025 including workshops on bears, giraffe, harvest mouse, viverrid, live food and nocturnal mammals. These events were attended by staff from 99 member zoos and aquariums.

Another successful BIAZA Annual Conference was held at Jimmy's Farm and Wildlife Park on 17 – 19 June. There was a fantastic line-up of talks and presenters, highlighting pertinent topics like the new standards, welfare developments, mental health and Artificial Intelligence.



Amelia Harvey | Chester Zoo

Joe Whitnall | Colchester Zoo

127 delegates from 52 members along with 11 Corporate Members were in attendance. During the AGM we said Thank You and goodbye to trustee David Field and welcomed two new trustees, Ben Supple and Cam Whitnall.

The BIAZA awards grew again with 81 award nominees across 11 categories, and this year 11 different members came out as winners. Additionally, there were four nominations for the Rising Star Award, which went to Andrew Mooney.

Political activity

2025 was a landmark year for zoo and aquarium regulation. After years of sustained political engagement, the new Standards for Modern Zoo Practice in Great Britain were launched in May. BIAZA played a central role throughout the consultation process, coordinating feedback from members and committees and advocating for practical, welfare-focused improvements. We were pleased to see many of our recommendations reflected in the final standards. Many BIAZA members already meet or exceed these requirements, which rank among the highest in the world. Our focus now is on providing resources, guidance and events to support all members in implementing the new standards effectively.

Progress was also made in facilitating animal transfers, with a significant increase in international transfers compared with 2024. This reflects ongoing efforts to reduce barriers, strengthen collaboration and support conservation breeding programmes.

Communications

Member enthusiasm continued to drive the success of BIAZA's campaigns. Two particular campaign highlights were the first Scimitar-Horned Oryx Day co-founded by BIAZA and Marwell Wildlife and the Spotted on Site campaign surpassing 50,000 observations, generating valuable conservation data.

Moving Forward

Looking ahead to 2026, there are important opportunities on the horizon. Ireland's Presidency of the EU Council from July will provide a valuable platform to address policy issues affecting members, including continued advocacy for a fit-for-purpose SPS Agreement. BIAZA is also preparing for its largest ever Great British Wildlife Restoration parliamentary reception, showcasing the breadth of native species conservation work led by zoos and aquariums. Alongside this, we will continue to campaign for a more consistent, robust and well-resourced zoo licensing inspection system, addressing long-standing concerns from members.

We recognise that 2026 will bring challenges. Economic pressures in Britain and Ireland, alongside global geopolitical uncertainty, are likely to affect many members. While public support for zoos and aquariums remains strong, financial pressures are being felt across communities. What remains certain is that BIAZA's strength lies in its collective approach. Established 60 years ago to raise standards, foster cooperation, provide a collective voice and champion conservation, education and science, BIAZA's core values remain unchanged.

We extend our sincere thanks to everyone who contributed to the success of 2025 — from volunteers serving on BIAZA groups, to members hosting events, and those actively supporting our campaigns. Special thanks go to the BIAZA Executive Office team for their dedication and commitment. With this strong foundation, we are confident that together we can achieve even more in 2026.

Tom Owen
Treasurer

Treasurer's Report
Finance & Resources

The Association's income was marginally ahead of 2024, albeit that Membership income was 2% lower than last year. This was a direct result of our members seeing little or no growth in the level of paying visitors and annual pass holders or members from the prior year, the basis of which is used to calculate fees. Further pressure was placed on membership income as a result of a small number of members resigning their membership as the Association introduced its accreditation scheme.

The accreditation scheme is a keystone strategy that will provide a robust framework to evaluate standards of zoos and aquaria in the UK and Ireland. Each member will receive a full screening every five years, to ensure they meet the requirements set out and expected by BIAZA. Last year was the first full year of accreditation screenings, with 28 member screenings (2024: 11) having taken place, meaning at the end of the year, over 30% of members had been screened.

The trustees felt it was important to support members as they faced the challenges around their continually rising cost base, especially in relation to wage inflation and energy cost pressures. As such, the annual membership fee increase was reduced from that originally signposted in the budget.

BIAZA continues delivering an increasingly comprehensive service for our members. It played a central role in shaping the new Standards for Modern Zoo Practice in Great Britain, published on 24 May 2025. The BIAZA Executive Office worked tirelessly with the committees and working groups to determine the resources required to support members in meeting these new standards.

BIAZA also continues to be a strong vocal advocate for promoting the wider zoo and aquarium community at large and in making representations to key government bodies, such as the ongoing negotiations for a Sanitary and Phytosanitary Agreement with the EU to facilitate the safe and efficient movement of animals. and working parties.

Day to day, the BIAZA team continues to provide a strong community platform, from which members can access a wide range of advice and support, while continuing with the provision of special interest forums and specialist working groups.

The Association finished the year in a healthy financial position. Total membership income, across all member groups was £516,295 (2024: £523,038). Income from other activities of £212,659 (2024: £202,816), reflecting the increased levels of activity, especially around hosting the BIAZA conference and corporate sponsorship.

Expenditure on charitable activities of £702,308 (2024: £644,807) increased because of higher employee costs, an increase in service levels after the introduction of accreditation and the hosting of events throughout the year. For example, it was great to see another well-attended and successful BIAZA Annual Conference hosted by Jimmy's Farm in June. A forum that allowed the sharing of an incredible array of knowledge and expertise across the many varied components of zoo and aquarium operations.

Costs were actively managed to ensure expenditure was kept to a minimum. The level of restricted funds increased throughout the year to £139,483 (2024: £130,367) as the Association increases its breadth of charitable activities. Restricted funds have continued to be applied in-line with the purpose for which they were founded and will continue to do so.

The Board agreed to continue with its reserves policy, in recognition of the economic climate and the immediate requirements of the charity, of maintaining a minimum level of six months expenditure. During the year, the charity increased its level of unrestricted reserves by £28,429 to £546,752. At year end, unrestricted reserves represented approximately twelve months of current operational expenditure. As such, the Association continues to maintain a healthy financial position. The Trustees will continue to regularly review income, expenditure and reserves as we move forward with our strategy and roll out the accreditation scheme to more members in 2026. It will do this while continuing to support our wider membership base, representing the industry at large and adapting to the continually changing and challenging environmental, economic and political landscape in which we operate.

Heidi North | Sparsholt College

Promote and Champion

Committee Achievements for 2025

Reports

BIAZA Strategic goal #1:

Promote and Champion

Campaigns

BIAZA Conservation Committee:

- Developed campaigns to support members in delivering and promoting impactful conservation, including the Harvest Mouse Focus Group's harvest mouse surveying campaign ("Where's Harvey") and the Native Invertebrates Focus Group's "Project Dung".
- Continued to expand the "Spotted on Site" campaign, with a bioblitz and research project proposals developed to utilise the data, with the first project complete, looking at invasive species.

Projects & collaborations

BIAZA Conservation Committee:

- Established frameworks for collaborative conservation tested for several native species, including work to support development of a national conservation strategy for undulate skates.
- Strengthened links between BIAZA members and the national authorities operating within biodiversity and conservation fields, e.g. increased Natural England representation on Reintroduction Advisory Group (RAG) and Native Species Working Group (NSWG).
- Supported the IUCN Reverse the Red campaign and National Species Survival Centres for the UK and Ireland, boosted awareness of Red List Assessment training and CPSG Training opportunities through presentations and a blog.

BIAZA Research Committee:

- Supported high quality zoo research through the research support process, with 36 reviewed and 28 provided with a letter of support including PhD, Masters' and Undergraduate level studies.

Digital communications & reach

BIAZA Research Committee:

- Continued to use our social media presence via Facebook to expand reach to a wider audience, and to encourage dissemination of research outputs from BIAZA members.
- Nutrition Working Group produced a blog to communicate their role, establishing a platform for further delivery of community objectives.

BIAZA *Conservation Education Committee:*

- Continued to champion the value and impact of conservation education across the BIAZA membership. Survey data highlighted that only a small proportion of educators felt highly aware of the committee's work, reinforcing the need for clearer and more consistent communication channels. CEC explored more effective use of digital platforms.

New resources

BIAZA Research Committee:

- Animal Welfare Working Group updated animal welfare toolkit and associated audit template, reflecting standards presented in the BIAZA welfare policy.

Events

BIAZA Conservation Education Committee:

- Successfully delivered the 2025 Conservation Education Conference at Hertfordshire Zoo. The conference brought together 84 attendees representing 62 collections and provided a platform for sharing best practice, innovation and collaboration. Feedback was overwhelmingly positive, with high satisfaction across content, delivery and networking opportunities.
- Introduced a funded bursary scheme, which enabled broader participation, with recipients confirming that financial support was critical in allowing them to attend. This initiative reflects the committee's commitment to ensuring equitable access to professional development opportunities.

Amber Rainsford | ZSL London Zoo

Improve and Strengthen

BIAZA Strategic goal #2: Improve and Strengthen

Events

BIAZA Conservation Committee:

- Welcomed around 100 zoo conservationists, researchers, and government authority and NGO representatives to Yorkshire Wildlife Park in October for an extremely successful Conservation Conference.
- Supported members in meeting and surpassing BIAZA Conservation Policy and accreditation requirements through a presentation at the Conservation Conference, shared online.

BIAZA Research Committee:

- Organised their annual conference in July 2025 at Chester Zoo.

BIAZA Species Advisory Committee:

- Welcomed hundreds of BIAZA zookeepers and aquarists to 12 in-person and 2 online husbandry training events.

BIAZA Conservation Education Committee:

- Held quarterly regional meetings, with increased flexibility in delivery emphasising accessibility for members and regional training, best practice and knowledge sharing.

BIAZA Mission Enabling Committee, Communications Working Group:

- The 2025 Communications and Marketing Conference, hosted by Yorkshire Wildlife Park, saw a brilliant range of talks from a diverse set of BIAZA members, including discussions on the framing of animal rescues, documentaries for conservation and audience segmentation.

New Resources

BIAZA Conservation Committee:

- Provided a range of new husbandry care sheets for native species.
- Developed member guidance on how to evaluate conservation achievements.
- Developed member guidance on aligning their conservation work with the Global Biodiversity Framework.

BIAZA *Species Advisory Committee:*

- Reviewed and updated all current BIAZA husbandry resources, with tens of new species care sheets uploaded.

BIAZA Mission Enabling Committee, DEAI Working Group:

- Created a Religious Festival Toolkit to support members to post about a wide range of religious festivals on social media.
- Supported the development of an Inclusive Interpretation Guidance document and shared examples for inspiration.
- Developed Autism Awareness resources with a focus on how to support neurodiverse colleagues.

BIAZA Mission Enabling Committee, Communications Working Group:

- As part of the CWG, the Social Media Working Group delivered a series of successful training webinars and resources to upskill the sector.

Collaborations

BIAZA Research Committee:

- Continued AZA collaboration through attendance at their Research and Technology Committee meeting, to investigate opportunities for alignment and shared practice.
- Increased linkage with EAZA Research Committee, through RC Chair's co-opted role to the Committee, including engagement with EAZA accreditation review and other processes.

BIAZA Species Advisory Committee:

- Submitted proposals to the Elephant Welfare Group to support continued development in elephant care and continued Defra monitoring and reporting on elephant welfare in zoos.

BIAZA Mission Enabling Committee, Communications Working Group:

- The Commercial Working Group continues to bring together and support the sector, with ongoing work into staff retention and benchmarking ongoing.

Membership

BIAZA Membership and Licensing Committee:

- Reviewed 22 applications of membership across all the BIAZA membership categories. The 22 was made up of 3 Full/Provisional Members, 2 Educational Associates, 16 Corporate Associates and 1 Professional Associate. Applications to join BIAZA continue to grow particularly from Full/Provisional members and Corporate Associates indicating that the benefits of joining BIAZA are still held in high regard both within our sector and within other sectors we work with.

BIAZA Membership and Licensing Committee (MLC): Improve and Strengthen

Zak Showell, Chair

Throughout 2025 the BIAZA Membership and Licensing Committee (MLC) contributed to the BIAZA Strategic goal of Improve and Strengthen, in particular a) Implementing an accreditation system for BIAZA zoos and aquariums b) Setting, promoting and upholding sector specific standards.

The committee met 4 times in 2025, all meetings were online to facilitate ease of attending and allowing members from across the full geographic range of BIAZA to be involved. We will be seeking to hold 1 meeting in person in 2026 to allow further discussion and planning.

During 2025 MLC reviewed 22 applications of membership across all the BIAZA membership categories. The 22 was made up of 3 Full/Provisional Members, 2 Educational Associates, 16 Corporate Associates and 1 Professional Associate. Applications to join BIAZA continue to grow particularly from Full/Provisional members and Corporate Associates indicating that the benefits of joining BIAZA are still held in high regard both within our sector and within other sectors we work with.

2025 was the second year MLC reviewed accreditation reports, 17 were reviewed in total. Numerous tweaks were made to the way MLC review accreditation reports throughout the year to optimise the process and ensure prompt feedback can be given to the members that have been inspected. I am confident this extra steps have refined the accreditation review process to a point where it is rapid and supportive.

Another significant change within the committee was the disbanding of the complaints subgroup, meaning all complaints now are dealt with by all of MLC. This ensures there is more transparency within the complaints process. The terms of reference for the group were updated to reflect this.

Myself and the rest of the MLC committee look forward to working with the BIAZA Executive Office and the Board of Trustees in 2026, continuing to work on improving and strengthening the BIAZA community.

Improve and Strengthen

BIAZA Strategic goal #2: Improve and Strengthen

Accreditation

BIAZA Research Committee:

- Members of the Research Committee and associated Working Groups supported the BIAZA accreditation process, including through development of training resources for screeners and undertaking screenings themselves.

BIAZA Species Advisory Committee:

- Supported development of strong animal care criteria within accreditation process and supported screeners and members undergoing screening with in early stages of accreditation.

BIAZA Membership and Licensing Committee:

- 2025 was the second year MLC reviewed accreditation reports, 17 were reviewed in total. Numerous tweaks were made to the way MLC review accreditation reports throughout the year to optimise the process and ensure prompt feedback can be given to the members that have been inspected.

BIAZA Conservation Education Committee:

- Supported the development and delivery of training for accreditation screeners.

Committee structure

BIAZA Research Committee:

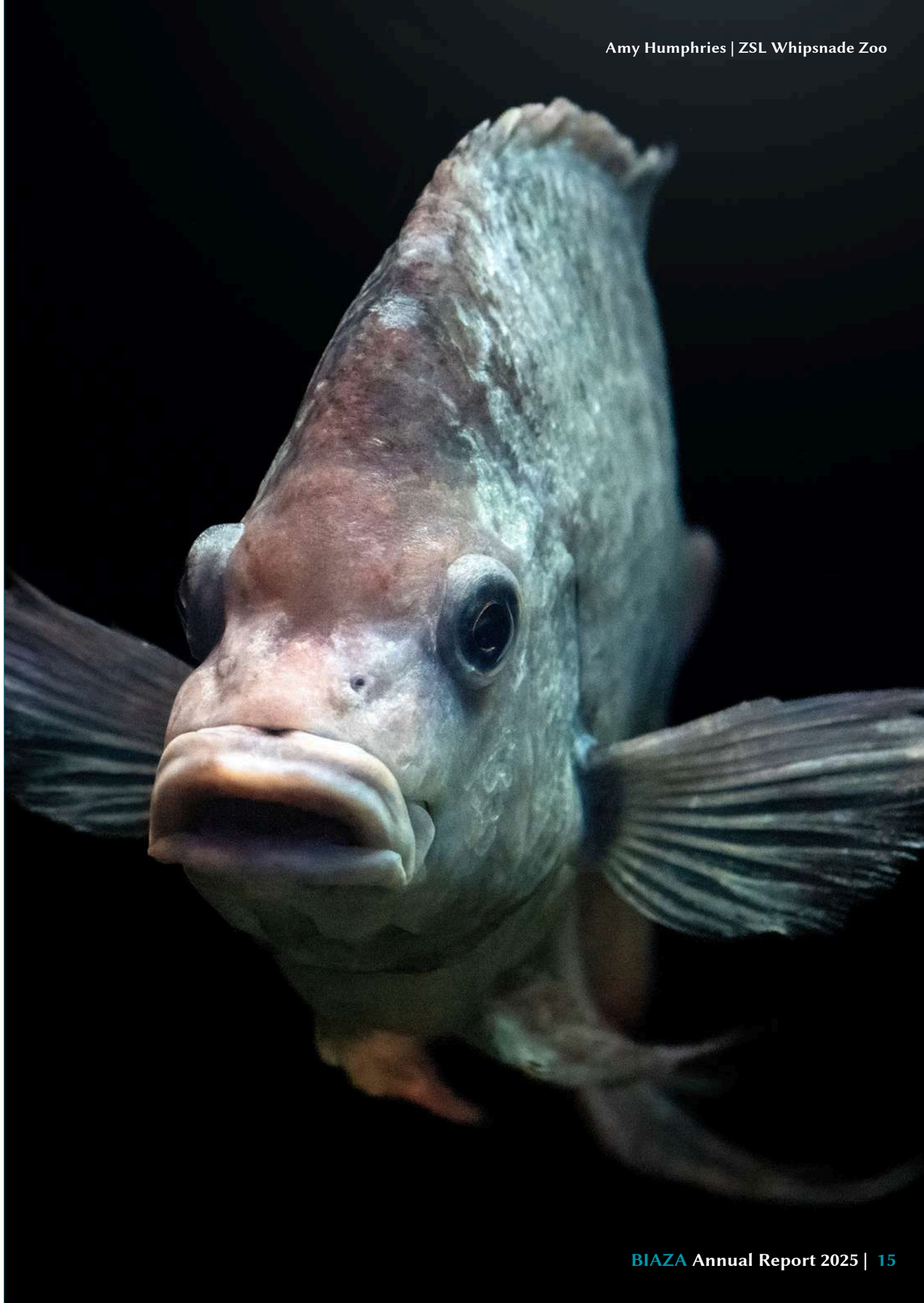
- Undertook review of committee and working group structure for those associated with the RC to ensure capacity to deliver on objectives, and that these objectives align with BIAZA objectives.

BIAZA Conservation Education Committee:

- Reviewed and updated its Terms of Reference and began a full review of its membership structure. This includes identifying key gaps in representation and expertise, with priority areas including blue nature, interpretation, international representation, formal and informal learning, community outreach, evaluation, public engagement, nature connectedness and wellbeing, CPD, safeguarding, digital learning, volunteers and advocacy.
- The Interpretation Working Group transitioned to sit within the CEC.

BIAZA Membership and Licensing Committee:

- The complaints subgroup was disbanded, meaning all complaints now are dealt with by all of MLC. This ensures there is more transparency within the complaints process. The terms of reference for the group were updated to reflect this.



Amy Humphries | ZSL Whipsnade Zoo

Influence and Shape

BIAZA Strategic goal #3: Influence and Shape

Collaborations and partnerships

BIAZA Conservation Committee:

- Members from all relevant competent authorities were invited to attend the conservation conference and/or RAG meetings as appropriate.

BIAZA Research Committee:

- Continued contribution to ABWAK partnership, through production of Ratel research summaries.

Consultations

BIAZA Species Advisory Committee:

- Provided significant feedback to help inform amendments to the final draft of the Standards of Modern Zoo Practice.

BIAZA Conservation Education Committee:

- Contributed to BIAZA's submission to the APPG for outdoor education and recreation call for evidence.

BIAZA Mission Enabling Committee, Communications Working Group:

- The Public Affairs Working Group made progress towards an EU-UK agreement and delivered our biggest parliamentary engagement event in the Great British Wildlife Restoration.
- The Public Affairs Working Group help to steer the community through the launch of the UK's new Zoo Standards.

BIAZA Conservation Education Committee: Influence and Shape

Beccy Angus, Chair

The committee has played an active role in shaping sector-wide approaches to conservation education, particularly in relation to accreditation and policy.

This has included supporting the development and delivery of training for accreditation screeners and contributing to BIAZA's submission to the APPG for outdoor education and recreation call for evidence.

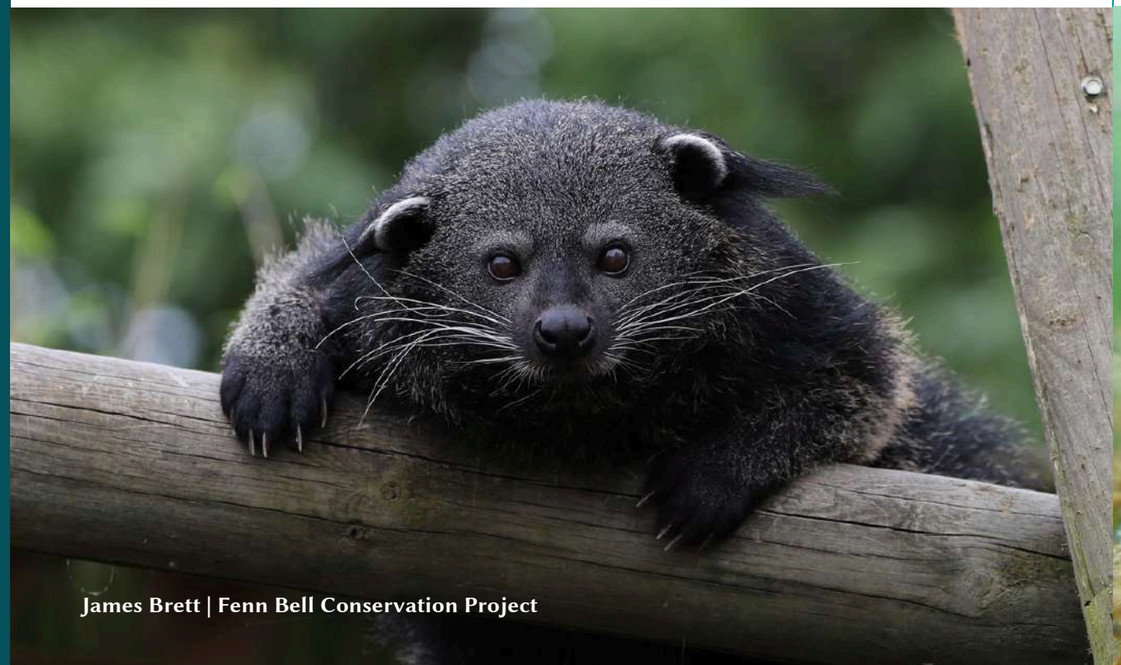
Insights gathered through the annual conference survey have been instrumental in shaping the committee's forward plan. The data highlighted key sector challenges, most notably the impact of limited time and staffing capacity on the delivery of high-quality education. This finding represents a shift from previous assumptions that funding is the primary barrier, and will inform future advocacy and support efforts.

The committee is also strengthening links with the research community, particularly in relation to social impact and evaluation.

Collaborative work with the research committee will support the development of tools, training and guidance to help members better measure and demonstrate the impact of their work.

In addition, the committee is exploring opportunities to influence wider policy and practice within nature-based education and nature connection, ensuring that the expertise within BIAZA is represented in broader conversations.

Looking ahead, the committee has a clear and evidence-based plan in place through to the end of 2026. This plan aligns with BIAZA's strategy and accreditation framework, while responding directly to the needs and aspirations of the membership. Through continued collaboration, innovation and advocacy, the CEC will play a key role in strengthening conservation education across the sector and supporting meaningful connections between people and nature.



James Brett | Fenn Bell Conservation Project

Chris Brown

Inspire and Change

BIAZA Strategic goal #4:
Inspire and Change

Education

BIAZA Conservation Education Committee:

- Focused on inspiring innovation and driving meaningful change across the sector. The 2025 conference demonstrated the appetite for practical, impactful learning, with a strong emphasis on behaviour change, inclusive education and evaluation. The majority of attendees reported gaining actionable insights that they intend to implement within a short timeframe.
- Data highlighted a demographic shift within the workforce, with a large proportion of educators being relatively new to the sector. This presents both a challenge and an opportunity, and the committee is committed to supporting early-career professionals through targeted CPD, inclusive working groups and increased opportunities for engagement.
- Members identified accessibility, neurodiversity and equitable access as key priorities. The committee continued to support the development of skills, resources and guidance in these areas, ensuring that conservation education is accessible and impactful for all audiences.

Conference support

BIAZA Species Advisory Committee:

- Provision of conference and workshop grants to reduce financial barriers to in-person event attendance and to increase diversity in attendees.

BIAZA Conservation Committee:

- Conservation colleagues from under-represented communities actively involved in BIAZA communications and events. Travel grant offered to boost attendance at conference form more diverse backgrounds.

Peter Baird

Aims for 2026

BIAZA Conservation Committee:

- Progress "Project Dung" campaign with new resources, based on the survey data submitted by members.
- Provide guidance on reintroduction of harvest mice, and an education pack for schools to understand and teach best practice.
- Develop and launch a new glow worm campaign with guidance on carrying out surveys and submitting results to UK GW survey.
- Support new and existing "Spotted on Site" participants through a webinar and 2 bioblitzes, supporting additional SoS research projects.
- Support further links between zoos and aquariums and their national and regional local authority representatives, working in biodiversity.
- Progress frameworks for BIAZA-led conservation initiatives for native species, specifically for glutinous snails, undulate skates and red squirrels.
- Provide new husbandry care sheets for at least 5 native species.
- Develop member guidance on due diligence in selecting a conservation project partner.

BIAZA Research Committee:

- Support office in development and launch of BIAZA Research Database.
- Social media strategy – creation of BIAZA Research Committee LinkedIn page.
- Provide support and guidance in evaluation of social engagement (education programmes etc.), alongside CEC colleagues.
- Run webinars across a range of topics including an introduction to nutrition fundamentals, scientific evaluation of animal health and welfare through Body Condition Scoring and demonstrating zoo and aquarium research during accreditation.
- Produce an updated version of the BIAZA Handbook of Zoo and Aquarium Research, with chapter content reviewed and supplemented to reflect the needs of the community.
- Launch a research support grant programme, to support members with funding to undertake small-scale research projects.
- Launch a regional research hub framework, to facilitate increased connectivity within the BIAZA research community.

BIAZA Species Advisory Committee:

- Develop new care sheets for wide range of additional species, including Birds of Prey.
- Review and restructure the BIAZA Elephant Subgroup, providing comprehensive engagement with the Elephant Welfare Group.
- Complete and share taxon-specific guidance on close contact and animal handling.
- Produce guidance documents on heating and lighting and water quality management for multiple taxa.
- Organise and deliver multiple taxon-specific in-person conferences and online workshops to support animal care and welfare.
- Support BIAZA's engagement with UK and EU policy makers around animal transfers within the negotiations for the Sanitary and Phytosanitary agreement.
- Development of guidance around A60 and A10s.
- Provide increased number of conference grants to reduce financial barriers to in-person event attendance.

BIAZA Mission Enabling Committee, DEAI Working Group:

- Pride – support members to engage in Pride campaigns and celebrate their LGBTQ community.
- Disability Pride – content to support disabled colleagues, volunteers and visitors.
- Sensory bags – how to guide and tips and tricks to support members to set up and make best use of sensory bags.
- Inclusion week focus – raise awareness of DEAI initiatives.

BIAZA Mission Enabling Committee, Communications Working Group:

- Looking ahead to 2026 in public affairs, we hope to see an EU-UK veterinary agreement negotiated to enable the smooth passage of international animal transfers.
- Evolving the Great British Wildlife Restoration to call for a British Wildlife Day.
- Repeating our 2023 YouGov polling on public attitudes towards wildlife attractions.
- Continue to deliver opportunities for improved skills in the sector, including webinars and the annual communications conference.
- The Commercial Working Group will continue to meet and support the sector, it will progress its work into key areas of staff retention and performance benchmarking.

Finlay Graves | Hawk Conservancy Trust

Donovan Lewis | Blue Planet Aquarium

Holly Faye Whilock | Wingham Wildlife Park

Aims for 2026

BIAZA Conservation Education Committee

- Play a key role in strengthening conservation education across the sector and supporting meaningful connections between people and nature.
- Continue collaboration, innovation and advocacy.
- Develop a series of specialised working groups that will focus on key areas such as CPD and training, formal learning, informal learning, oceans, and interpretation, ensuring that the breadth of conservation education across collections is fully supported.
- Develop a structured CPD calendar to build capacity across the sector, particularly in response to identified gaps in evaluation, behaviour change, inclusive practice and curriculum-linked delivery.
- Develop a centralised resource bank.
- Improve systems for sharing outputs and feedback from regional meetings, ensuring that knowledge and best practice can be disseminated effectively across the membership.
- Strengthen links with the research community, particularly in relation to social impact and evaluation.
- Explore opportunities to influence wider policy and practice within nature-based education and nature connection.
- Expand the KEEP education exchange programme and the continue pilot of the Zoo School model.

BIAZA Membership and Licensing Committee:

- Work with the BIAZA Executive Office and the Board of Trustees in 2026, continuing to work on improving and strengthening the BIAZA community.

Status and Changes in Membership

	31 Dec 2024	31 Dec 2025	+/-
Full Members	122	121	+1/-2
Provisional Members	10	12	+3/-1
Accredited Associates	9	8	-1
Basic Associates	12	8	-4
Professional Associates	13	12	+1/-2
Honorary Associates	31	30	-1
Corporate Associates	60	67	+16/-9
Educational Associates	9	7	-2
Educational Associates with Animals	5	7	+3/-1
Under Construction Associates	0	0	0
Animal Trainer Associate	4	4	0

Our Purpose

BIAZA's purpose is to bring together the best zoos and aquariums in Britain and Ireland to create a better future for the planet and its inhabitants.

We drive excellence in animal welfare, conservation, education and research, demonstrate our members' value to society, and use our collective expertise and voice to influence policy and champion positive behaviours.

BIAZA is a member of:

European Association of Zoos and Aquaria **EAZA**

World Association of Zoos and Aquariums **WAZA**

Global Information Serving Conservation **SPECIES 360**

Conservation Planning Specialist Group **CPSG**

International Union of Conservation of Nature **IUCN**

BIAZA Board, Committees and Staff 2025

BIAZA OFFICERS AND COMMITTEE CHAIRS

Board of Trustees

Chair - Jamie Christon, Chester Zoo
Vice-Chair - Chris Brown, SEA LIFE Weymouth
Treasurer - Thomas Owen, Chester Zoo

Beccy Angus, Royal Zoological Society of Scotland (from 2025)
Ben Supple, Royal Zoological Society of Scotland (from 2025)
Cam Whitnall, The Big Cat Sanctuary (from 2025)
Dr Campbell Murn, Hawk Conservancy Trust
Dr Charlotte Macdonald, Yorkshire Wildlife Park
Professor David Field, Royal Zoological Society of Scotland (until 2025)
Lewis Rowden, Zoological Society of London
Mark Habben, Wildwood Trust
Nikki Burton-Mallott, Knowsley Safari (until 2025)
Sarah Forsyth, Zoological Society of London
Stevie Sheppard, Jimmy's Farm and Wildlife Park
Tyler Whitnall, Zoological Society of Hertfordshire
Zak Showell, Shaldon Wildlife Trust

Professional and Accredited Associate Representative - Holly Cale
BVZA/BVA Representative - Dr Romain Pizzi

BIAZA Office

Dr Jo Judge – Chief Executive Officer
Nicky Needham – Head of Species Management and Conservation
Dr Cerian Tatchley – Head of Learning, Research and Accreditation
Alex Blatherwick – Membership Officer
Frankie Lawrence-Thompson – Accreditation Officer
Deana Stephens – Accreditation Officer
Jeff Green – Finance and Administration Officer
Maria Carbin – Communications and Campaigns Officer
Andy Hall - Communications and Public Affairs Manager

Finance & Resources Committee (F&R)

Tom Owen, Chester Zoo (Chair & BIAZA Treasurer)
Jamie Christon, Chester Zoo
Dr Charlotte Macdonald, Yorkshire Wildlife Park
Mark Habben, Wildwood Trust
Zak Showell, Shaldon Wildlife Trust

Membership & Licensing Committee (MLC)

Zak Showell, Shaldon Wildlife Trust (Chair)
Jamie Christon, Chester Zoo
Tom Owen, Chester Zoo (BIAZA Treasurer)
Andrew Mooney, Dublin Zoo (from 2025)
Sarah Forsyth, Zoological Society of London (until 2025)
Angela Ryan, Zoological Society of London
Chris Brown, SEA LIFE Weymouth (until 2025)
Fiona Smith, SEA LIFE Weymouth (from 2025)
Kathleen Graham, Curraghs Wildlife Park
Bob Lawrence, co-opted member

Species Advisory Committee (SAC)

Iri Gill, Chester Zoo (Chair)
Sally Holt, Wildwood Trust (Vice-Chair)
Adam Bland, Chester Zoo (Chair Reptile & Amphibian Working Group) (from 2025)
Alasdair Maltby, ZSL Whipsnade Zoo (Chair Life Support Systems Working Group) (until 2025)
Benjamin Camps, Zoological Society of London (Chair Plant Working Group)
Callan Edwards, Peak Wildlife Park (Co-Chair Animal Behaviour & Training Working Group) (from 2025)
James Wright, SEA LIFE London (Chair Aquarium Working Group)
Jessie Boylan, Hertfordshire Zoo (Chair Mammal Working Group)
Kim Wilkins, Manor Wildlife Park (Chair Animal Behaviour & Training Working Group) (until 2025)
Lewis Rowden, Zoological Society of London (Chair Research Committee)
Lisa Clifforde, Zoological Society of London (Animal Welfare Liaison)
Liz Ball, Chester Zoo (Chair Records Working Group)
Mark Vercoe, Chester Zoo (Chair Bird Working Group),
Meg Rostron, Shuttleworth College (Co-Chair Animal Behaviour & Training Working Group) (from 2025)
Dr Phillipa Dobbs, Twycross Zoo (Chair Veterinary Focus Group)
Tyrone Capel, Wildwood Trust (Chair Terrestrial Invertebrate Working Group)

Conservation Committee (CC)

Dr Campbell Murn, Hawk Conservancy Trust (Chair)
Rebecca Moore, Colchester Zoo (Vice-Chair)
Cat Barton, Chester Zoo
Chris Brown, SEA LIFE Weymouth (until 2025)
Christine Stender, Zoological Society of London (from 2025)
Colin Stevenson, Crocodiles of the World
Corinne Bailey, Chester Zoo (from 2025)
Dr Helen Taylor, Royal Zoological Society of Scotland (until 2025)
Kieran Holiday, Flamingo Land (from 2025)
Dr Kira Mileham, IUCN, co-opted member (until 2025)
Lauren Moore, co-opted member (from 2025)
Liz Corry, Wildwood Trust (from 2025)
Oliver Beasley, Bristol Zoological Society (from 2025)
Olivia Walter, IZVG, co-opted member
Phil Robinson, The Deep
Presha Soogrim (from 2025)
Dr Rebecca Biddle, Twycross Zoo (until 2025)
Sarah Lee, Zoological Society of East Anglia (until 2025)
Stuart Young, Twycross Zoo
Thomas Lewis, Longleat (from 2025)

Research Committee (RC)

Lewis Rowden, Hertfordshire Zoo (Chair)
Andrew Mooney, Dublin Zoo (Vice-Chair)
Bridget Johnson, Nottingham Trent University, co-opted member
Callum Gibson, RZSS Edinburgh Zoo
Dr Christina Stanley, University of Chester, co-opted member
Clare Wilkie, Crocodiles of the World
Dani Free, Marwell Zoo (until 2025)
Declan O'Donovan, Fota Wildlife Park
Dr Ellen Williams, Harper Adams University, co-opted member
Jemma Dias, Colchester Zoo
John O'Hanlon, Chester Zoo
Katherine Finch, Twycross Zoo (from 2025)
Kathy Baker, Newquay Zoo
Lisa Clifforde, Zoological Society of London (Chair Animal Welfare Working Group)
Louise Cox, Dartmoor Zoo (from 2025)
Mark Whiteside, Plymouth University, co-opted member
Naomi Walsh, co-opted member (from 2025)
Niamh Randall, Chester Zoo (Chair Nutrition Working Group) (until 2025)
Rebecca Lewis, Chester Zoo
Dr Romain Pizzi, Five Sisters Zoo (until 2025)
Samantha Hook, SEA LIFE (from 2025)
Vicky Melfi, Hartpury University, co-opted member

Conservation Education Committee (CEC)

Beccy Angus, Royal Zoological Society of Scotland (Chair) (from 2025)
Andy Moore, Colchester Zoo (Vice-Chair)
Adam Welsh, Five Sisters Zoo (Far North Region) (until 2025)
Beau-Jensen McCubbin, Natural History Museum, co-opted member (until 2025)
Charley Ross, Watatunga Wildlife Reserve (Middle and Eastern Region) (from 2025)
Chloe Walton-Stenson, West Midlands Safari Park (Middle and Eastern Region) (until 2025)
Finley Hamill, St Andrew's Aquarium (Far North Region) (from 2025)
Freyja Thomson-Alberts, National Marine Aquarium
James Coleman, Flamingo Land Resort (Northern Region)
Jo Clark, Dartmoor Zoo (Southwest Region)
Leah Heron, Emerald Park (Irish Region) (from 2025)
Neus Abella Boque, Sparsholt College
Niamh Potter, Dublin Zoo (Irish Region)
Dr Sarah Thomas, Auckland Zoo, co-opted member (until 2025)
Stephanie Pace, Zoological Society of London (Southern Region)

Mission Enabling Committee (MEC)

Chris Eley, Hertfordshire Zoo (Chair Diversity, Equity, Accessibility & Inclusion Working Group)
Dominic Strange, Chester Zoo (Chair Commercial Working Group) (until 2025)
Duncan East, Marwell Zoo(Chair Environmental Impact & Sustainability Working Group) (until 2025)
Gareth Siddorn, Chester Zoo (Chair Communications Working Group)
Liz Carnie, Chester Zoo
Philippa Miles, Chessington World of Adventures (Co-Chair Health & Safety Working Group),

BIAZA Members and Associates 2025

Full Members:
Africa Alive Zoological Reserve
Alameda Wildlife Conservation Park
All Things Wild
Amazon World Zoo Park
Amazona Zoo
Amazonia
Ardmore Open Farm & Mini Zoo
Askham Bryan Wildlife and Conservation Park
Banham Zoological Gardens
Battersea Park Children's Zoo
Beale Wildlife Park
Becky Falls Ancient Woodland Park
Belfast Zoological Gardens
Berkshire College of Agriculture
Big Cat Sanctuary
Birdworld
Birmingham Wildlife Conservation Park
Blackpool Zoo
Blair Drummond Safari Park
Blue Planet Aquarium
Bristol Zoo Gardens
Bristol Zoo Project (from 2025)
Calderglen Zoo
Camperdown Wildlife Centre
Chessington World of Adventures
Chester Zoo
Colchester Zoo
Combe Martin Wildlife & Dinosaur Park
Crocodiles of the World
Curraghs Wildlife Park
Dartmoor Zoological Society
Deep Sea World
Dingle Oceanworld Aquarium
Drayton Manor Zoo
Drusillas Zoo Park
Dublin Zoo
Dudley Zoo & Castle
Emerald Park
Exmoor Zoological Park
Exploris Aquarium
Five Sisters Zoo
Flamingo Land
Folly Farm
Fota Wildlife Park
Galway Atlantaquaria
Gauntlet Birds of Prey, Eagle and Vulture Park
Golders Hill Park Zoo
Hanwell Zoo
Hawk Conservancy Trust
Hertfordshire Zoo
Hobbledown
Jersey Zoo
Jimmy's Farm & Wildlife Park
Kirkleatham Owl Centre
Knowsley Safari
Lake District Coast Aquarium
Lake District Wildlife Park
Lakeland Wildlife Oasis
Lakes Aquarium
Lincoln Zoo
Linton Zoo Conservation Park
Living Rainforest
Longleat
Lotherton Wildlife World
Manor Wildlife Park
Marwell Zoo
National Marine Aquarium
National Museums Liverpool
Newquay Zoo
Noah's Ark Zoo Farm
Northumberland College Zoo
Northumberland Zoo
Oaklands 'HABITAT' Animal Centre
Oceanarium Bournemouth
Old MacDonald's Farm
Paignton Zoo
Paultons Park
Peak Wildlife Park
Pensthorpe
Plantasia
Ponderosa Zoo
Raptor Foundation
Reaseheath Mini Zoo
RZSS Edinburgh Zoo
RZSS Highland Wildlife Park
Scottish Deer Centre & Wildlife Park
SEA LIFE Great Yarmouth
SEA LIFE London
SEA LIFE Weymouth
Sealife Adventure
Secret Valley Wildlife Park (until 2025)
Shaldon Wildlife Trust
Shepreth Wildlife Park
Sparsholt College
St Andrews Aquarium
The Deep
Thrigby Hall Wildlife Gardens
Tilgate Nature Centre
Trentham Monkey Forest
Tropical Butterfly House
Tropical World
Tropical World @Alcorns
Tropiquaria Zoo (until 2025)
Twycross Zoo
Welsh Mountain Zoo
West Midlands Safari Park
Wild Discovery
Wild Zoological Park
Wildheart Animal Sanctuary
Wildwood Trust
Williamson Park
Wingham Wildlife Park
Woburn Safari Park
WWT Arundel Wetland Centre
WWT Castle Espie Wetland Centre
WWT Llanelli Wetland Centre
WWT London
WWT Martin Mere Wetland Centre
WWT Slimbridge Wetland Centre
WWT Washington Wetland Centre
Yorkshire Wildlife Park
ZSL London Zoo
ZSL Whipsnade Zoo

Provisional Members:
Ashlyns Wildlife Park
Bristol Zoo Project (moved to Full Membership 2025)
Call of the Wild Zoo
Capel Manor College (from 2025)
Clonfert Farm (from 2025)
Fenn Bell Conservation Project
Hamerton Zoo Park
Hobbledown Heath
Millets Wildside
National SEA LIFE Centre
SEA LIFE Brighton (from 2025)
Watatunga Wildlife Reserve
Zoological Education Centre, Shuttleworth College

Associate Members

Accredited Associates:
Clements, Andrew
Gow, Derek
Hill, Terri
Horstmann Trust
Limmer, Jo
McAlpine, Lady Judy
McKenna, Lindsay (until 2025)
Palmieri, Ed
Wisniewski, Louise

Professional Associates:
Bourne, Debra
Elder, Alyx
Forbes, Neil
Green, John Richard
Haworth, Matt
Hunt, David
Lambert, Jeff
Kennedy, Benjamin
Pellet, Sarah
Perry, Edward (until 2025)
Regan, John (until 2025)
Suddock, Peter
Trim, Steven Anthony
Williams, Ellen (from 2025)

Basic Associates:
Adams, Stacy
Beveridge, Andy
Blackport, Karen (until 2025)
Harvey, Graham John (until 2025)
Merrett, Anna (until 2025)
Owen, David
Ridgway, Mark
Sheppard, David
Sheridan, Anthony (until 2025)
Slaney, Larissa
Smith, Ray
Tuson, Karen

Honorary Associates:
Adams, John
Baines, Frances
Beer, Andy
Bertram, Dr Brian
Bird, Mike
Bird, Sarah
Bone, Sir Drummond
Brambell, Dr Michael
Carroll, Dr Bryan
Challis, Mark
Coles, Dave
Cooper, Prof John E.
Cranbrook, The Earl of
Gipps, Dr Jo OBE
Goodall, Brig. Steve E. M. (until 2025)
Hayward, John
Hosey, Geoff
Hornsey, Terry
Lawrence, Bob
Manton, Victor J. A. OBE
Meyrick, Ian
Muchmore, Ian
O'Dell, Clive
Parry-Jones, Jemima MBE
Pilgrim, Mark
Potter, Rosemary
Reid, Prof Gordon MacGregor
Stevens, Peter
Stevenson, Dr Miranda. OBE
Tonge, Simon
Wheater, Prof Roger J. OBE

Corporate Associates:
1-2-1 (Animal Handling) Products Ltd
ACM Environmental
Agility Marketing (from 2025)
Alan Bishop Themeworks (until 2025)
Allsorted Ltd
Aquarium Technology Ltd
Arthur J Gallagher (from 2025)
Attractions.io
AXA XL, a division of AXA (until 2025)
Beyonk
Byotrol Group
Care for the Rare
Centegra Ltd t/a Cinchio Solutions (from 2025)
Chapelstone Zoo Construction
Chapman Zoo Consultancy
CLM Services Ltd
Convious (until 2025)
Crew
Crossborder Animal Services
CuCo Creative
Dearadh Zú
Delphis Eco
DigiTickets
Eight & Four Group Ltd. (until 2025)
ELSS Engineering
Empire Outdoor
Fahlo (from 2025)
Fishion Aquarium Projects
Flamingo Marketing (until 2025)
Fordingbridge
FuseMetrix Group (from 2025)
Gallagher (from 2025)
Gateway Ticketing Systems UK Ltd (from 2025)
Haddon Training (from 2025)
Haith's Pro
HC Slingsby PLC (from 2025)
HJ Lea Oakes
HMJ Design
International Zoo Veterinary Group
IPS Product Supplies
JCS Livestock
Kay Elliot Architects
Kiezebrink
Knitwire
Koda Creative
Lycetts
Marsh Ltd (from 2025)
Magic Little Giants
Marine Nutrition
McL Projects (until 2025)
Nautilus
Navigate Agency
n-gage.io
Pareto FM
Photo Experience (from 2025)
PIB Insurance Brokers
Proludic
Raw Charging (from 2025)
Ray Hole Architects (until 2025)
Red Gorilla (until 2025)
Regency Purchasing Group
Rewild Safaris (from 2025)

BIAZA Members and Associates 2025

Corporate Associates (cont.):
Rickerby Estates Ltd (from 2025)
Romax
Safe 4 Solutions
Saint Laurent SAS
Semantic
System Aqua (from 2025)
Taylor Made Designs (from 2025)
Timberplay Ltd (until 2025)
TouchWood Play
Vennersys
Vision XS
Wild Republic Retail
Zooprofis
Zooscapes

Educational Associates:
Anglia Ruskin University
The ARC Centre
Bede's Senior School
Bishop Burton College
Botanic Gardens Education Network (BGEN)
Cornwall College Newquay, Centre for Applied Zoology
Easton College Animal Management Centre (from 2025)
Haddon Training (moved to Corporate Associate 2025)
Halesowen College
Hartpury University & Hartpury College (from 2025)
Nottingham Trent University, Dept of Animal, Rural & Environmental Sciences
SGS College
Species 360
Suffolk New College
University of Chester, Dept of Biological Sciences
Writtle College, School of Equine and Animal Science (until 2025)

Animal Trainer Associates
Hill, Kerry
Johnson, Kelly
Stirling, Charlie
Wade, Harry

Maxine Bradley | Northumberland Zoo

BIAZA
BRITISH & IRISH ASSOCIATION OF ZOOS & AQUARIUMS

2025 Annual Report

The British & Irish Association of Zoos and Aquariums

(A Company Limited by Guarantee)

Financial Statements and Board of Association Report For the year ended 31 December 2025

Jessamyn Reddy | National Marine Aquarium

BIAZA
BRITISH & IRISH ASSOCIATION OF ZOOS & AQUARIUMS

The British & Irish Association of Zoos and Aquariums

(A Company Limited by Guarantee)

Financial Statements and Board of Association Report

For the year ended 31 December 2025

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Trustees' Annual Report (incorporating the Director's Report)

For the year ended 31 December 2025

The trustees, who are also the directors for the purposes of company law, present their report and the financial statements of the charity for the year ended 31 December 2025.

Reference and administrative details

Registered charity name	The British & Irish Association of Zoos and Aquariums
Charity registration number	1128168
Company registration number	06789783
Principal office and registered office	Regents Park London NW1 4RY
The trustees	Mr J I Christon (Chair)
	Mr C A Brown
	Prof D A Field (Resigned 19 June 2025)
	Ms S Forsyth
	Mr M A Habben
	Dr C M Macdonald
	Ms N Mallott (Resigned 13 January 2025)
	Mr T Owen
	Dr R Pizzi
	Mr L Rowden
	Mr S J Sheppard
	Mr Z J Showell
	Mr T Whitnall
	Dr C Murn
	Mr I Gill
	Ms R Angus (Appointed 24 January 2025)
	Mr B Supple (Appointed 18 June 2025)
	Mr C S Whitnall (Appointed 21 July 2025)
	Ms E H Cale
Auditor	Burgess Hodgson Audit Limited Chartered accountants & statutory auditor Camburgh House 27 New Dover Road Canterbury Kent CT1 3DN

The British & Irish Association of Zoos and Aquariums
Financial Statement 2025

Trustees' Annual Report (Incorporating the Director's Report)

(continued)

Year ended 31 December 2025

Structure, governance and management

The British & Irish Association of Zoos and Aquariums is a charitable company limited by guarantee, registered in England and Wales and governed by its Memorandum and Articles of Association. The Board of the Association are also the Trustees of the Charity, and the Board of Directors of the Company. The Charitable Company was incorporated on 13 January 2009 and commenced its operations on 1 February 2009. Prior to these dates the activities of the organisation were carried out by an unincorporated charity. On commencement of the charitable company's operations, all of the assets, liabilities and activities of the unincorporated charity were transferred to this charitable company to enable the organisation to carry out its objectives.

Board members are elected by the full membership via ballot at the Annual General Meeting, as per the Memorandum and Articles of Association. Board members considered for election to serve in the Board should have, as a pre-requisite the relevant skills and experience to further the organisation's objectives. The Board is the governing and decision making body of the Association. The Board members set out in the list of trustees on page 1 have held office during the period from 1 January 2025 to the date of this report unless otherwise stated.

The registered directors as per Companies House are as per the Trustees listed on page 33.

The list of Trustees on page 33 should be taken as those charges with governance and elected by members.

Objectives and activities

The British & Irish Association of Zoos and Aquariums (BIAZA) is a conservation, education and scientific wildlife charity, representing the interests of 134 zoological and wildlife collections; it is the umbrella organisation for the responsible zoo community in the United Kingdom and Ireland.

The Association was first established as an unincorporated charitable organization in 1966, out of a mutual desire to see sound principles of animal management and codes of practice widely adopted within the zoo community throughout the British Isles.

The Association and its members participate in cooperative conservation and education work, particularly through coordinated conservation breeding programmes for endangered and threatened species of animal - known as *ex-situ* conservation - and through the provision of valuable support for habitat and species conservation in the wild, known as *in-situ* conservation.

Furthermore, the Association has also sought to improve welfare standards amongst its membership as new scientific information and animal husbandry techniques have become available. It also plays a significant role in reviewing zoo licensing, working closely with the Zoos Expert Committee (a Defra advisory body); a process to which it is pleased to contribute its expertise and experience.

In furtherance of its objects the charity is affiliated to the following organisations:

- European Association of Zoos and Aquaria (EAZA)
- World Association of Zoos and Aquariums (WAZA)
- Conservation Planning Specialist Group (CPSG)
- International Union for the Conservation of Nature (IUCN)

The members of the Board continue to carry out the Association's aims for the public benefit within the definition of its objectives and the Charity Commission's guidance on Charity Trustees public benefit duties. As illustrated by this and the annexed annual report, the members of the Board have complied with their duty to have due regard to the guidance on public benefit published by the Charity Commission in exercising their powers or duties.

Strategic report

The following sections for achievements and performance and financial review form the strategic report of the charity.

Sophie Harries | Longleat

The British & Irish Association of Zoos and Aquariums
Financial Statement 2025

Trustees' Annual Report (Incorporating the Director's Report)

(continued)

Year ended 31 December 2025

Achievements and performance

BIAZA continued to deliver on its purpose, "to bring together the best zoos and aquariums in Britain and Ireland to create a better future for the planet and its inhabitants. We drive excellence in animal welfare, conservation, education and research, demonstrate our members' value to society, and use our collective expertise and voice to influence policy and champion positive behaviours." We continue to support our members, through advocating for their work and value and promoting and sharing best practice via our standards, committees and working groups. BIAZA continues to work with EAZA, WAZA and the IUCN to raise global standards and achieve conservation goals.

In 2025 BIAZA members; delivered education sessions to over 1.1 million students, supported 1,280 research projects and 1,236 conservation projects and contributed more than £34.8 million to conservation. The Research Committee continued to support high quality zoo research through the research support process - 36 reviewed, 28 were provided with a letter of support, held a research conference at Chester Zoo and worked on building global relationships and knowledge exchange through attendance at the EAZA Research Committee and AZA's Research and Technology Committee meetings. The Animal Welfare Working Group updated the animal welfare toolkit and associated audit template. The Conservation Education Committee has focused on strengthening its structure, refining its priorities and aligning its work closely with BIAZA's strategy and accreditation framework. It delivered a successful conference, including delegates from 62 member organisations and developed new initiatives to foster collaboration, knowledge exchange and innovation across the membership, such as the KEEP education exchange programme and the Zoo School model.

The Species Advisory Committee supported continued professional development within the sector by holding 12 in person and two online animal care training events. They have also reviewed and updated all current BIAZA animal care resources with tens of new species care sheets provided. The Conservation Committee delivered a successful BIAZA Conservation Conference which was attended by over 100 zoo conservationists, researchers, government officials and NGO representatives. They also developed campaigns to support members in delivering and promoting impactful conservation, including harvest mouse and dung beetle surveying.

BIAZA completed its first full year of accreditation in 2025, which has already delivered tangible benefits for animal welfare through improved facilities and practices. Member feedback highlights the value of accreditation as a tool for positive change, while also enabling BIAZA to better understand, support and champion the outstanding work undertaken across our membership.

BIAZA continued to liaise with government departments and ministers and shadow ministers across the UK and Ireland on topics including animal welfare, conservation, education, Brexit and Avian Influenza. The Association has continued to work with the All-Party Parliamentary Group for Zoos and Aquariums to keep MPs engaged and informed. We also provided input into the new Standards of Modern Zoo Practice which were published in May 2025, following years of work and consultation by Defra and the Zoos Expert Committee. We will continue to advocate for proper resourcing and training for Secretary of State and Local Authority Inspectors to ensure that the standards are consistently applied and properly enforced.

The Annual Report and the weekly e-newsletter, BIAZA BiteSize, were produced. The Annual Conference and AGM were held in person at Jimmy's Farm in June. Full details are in the Annual Report.

Financial review

The total incoming resources for the year amounted to £745,599 (2024: £739,557). Of this amount £516,295 (2024: £523,038) was derived from membership income, which is the principal funding source of the organisation. As membership income is primarily directly linked to visitor and member numbers at member organisations in the year prior to invoicing, the Association saw a material increase in 2025 income, as member organisations continued to rebound following the impact of COVID.

Amounts received from events in the year was £132,161 (2024: £138,334). Investment income representing income from bank interest received was £16,645 (2024: £13,703). Details to this are in Note 6 on page 51 of the accounts.

The total resources expended in the year (in furtherance of the organisation's objectives) amounted to £708,054 (2024: £646,791). Of this amount £664,932 (2024: £605,401) related to expenditure in respect of (direct) charitable activities, £14,553 (2024: £9,978) for governance costs and £37,376 spent for support costs. Details to this are in Notes 8, 9, & 10 on page 52-53 of the accounts.

The net result of the above amounted to an excess of income over expenditure for the year in the sum of £37,545 (2024: £92,766). All of this resulting in a balance of funds carried forward (after transfers) of £686,235 (2024:£648,690).

Reserves policy

The Board has agreed a reserves policy, in the light of the current and future needs of the charity, to keep a minimum of six months expenditure as reserves, with every effort being made to keep the reserves higher than this. At 31 December 2025 the unrestricted fund reserves amounted £546,752, which is approximately twelve months' worth of expenditure. As detailed in the accounting policies note, Board has considered material uncertainties in respect of the organisation's status as a going concern and have concluded that there are no material uncertainties that affect the organisation's status as a going concern. The period covered in this review is 12 months from the date of the annual report.

Risk management

The Board of the Association have examined the significant risks to which the charity is exposed and are satisfied that systems are in place to regularly monitor and control these risks and to mitigate any impact they may have on the charity.

Trustees' responsibilities statement

The trustees, who are also directors for the purposes of company law, are responsible for preparing the trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the charity trustees to prepare financial statements for each year which give a true and fair view of the state of affairs of the charitable company and the incoming resources and application of resources, including the income and expenditure, for that period.

Trustees' Annual Report (Incorporating the Director's Report)

(continued)

Year ended 31 December 2025

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

- select suitable accounting policies and then apply them consistently;
- observe the methodsand principles in the applicable Charities SORP;
- make judgments and accounting estimatesthat are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charity's transactions and 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 Companies Act 2006. 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.

Auditor

Each of the persons who is a trustee at the date of approval of this report confirms that:

- so far as they are aware, there is no relevant audit information of which the charity's auditor is unaware; and
- they have taken all steps that they ought to have taken as a trustee to make themselves aware of any relevant audit information and to establish that the charity's auditor is aware of that information.

The trustees' annual report and the strategic report were approved on 8th May 2026 and signed on behalf of the board of trustees by:

Mr J I Christon
Chair of Trustees

Mr T Owen
Treasurer

The British & Irish Association of Zoos and Aquariums
Financial Statement 2025

Independent Auditor's Report to the Members of The British & Irish Association of Zoos and Aquariums

Year ended 31 December 2025

Opinion

We have audited the financial statements of The British & Irish Association of Zoos and Aquariums (the 'charity') for the year ended 31 December 2025 which comprise the statement of financial activities (including income and expenditure account), statement of financial position, statement of cash flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinionthe financial statements:

- give a true and fair view of the state of the charity's affairs as at 31 December 2025 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;
- have been preparedin accordance with the requirements of the Companies Act 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's responsibilities for the audit of the financial statements section of our report. We are independent of the 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 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 trusteeswith respect to going concernare described in the relevant sections of this report.

The British & Irish Association of Zoos and Aquariums
Financial Statement 2025

Independent Auditor's Report to the Members of The British & Irish Association of Zoos and Aquariums *(continued)*

Year ended 31 December 2025

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. 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.

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the trustees' report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the trustees' report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charity and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' report.
We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns;or
- certain disclosures of trustees' remuneration specified by law are not made; 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, the trustees (who are also the directors for the purposes of company law) 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 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 charity or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's reportthat 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.

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:

We identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and then design and perform audit procedures responsive to those risks, including obtaining audit evidence that is sufficient and appropriate to provide a basis for our opinion.

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, we have considered; the nature of the industry, control environment.

We also consider the results of our enquiries of management, relating to their own identification and assessment of the risks of irregularities and possible related fraud. This includes reviewing available documentation on their policies and procedures and performing tests of controls to evidence their effectiveness.

Throughout the audit testing we are considering the incentives that may exist within the organisation for fraud. Key areas include timing of recognising income around the year end, posting of unusual journals. In common with all audits under ISAs (UK), we are also required to perform specific procedures to respond to the risk of management override.

We ensure we have an understanding of the relevant laws and regulations and remain alert to possible non-compliance throughout the audit.

Despite proper planning and audit work in accordance with auditing standards there are inherent limitations andunavoidable risk that we may not detect some irregularities and material misstatements in the financial statements. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

The British & Irish Association of Zoos and Aquariums
Financial Statement 2025

Independent Auditor's Report to the Members of The British & Irish Association of Zoos and Aquariums *(continued)*

Year ended 31 December 2025

As part of an audit in accordance with ISAs (UK), we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery,intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustees.

- Conclude on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the charity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor’s report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor’s report. However, future events or conditions may cause the charity to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Use of our report

This report is made solely to the charity's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charity's members 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 charity and the charity's members as a body, for our audit work, for this report, or for the opinions we have formed.

Stuart Harris (Senior Statutory Auditor)
For and on behalf of
Burgess Hodgson Audit Limited
Chartered accountants & statutory auditor
Camburgh House
27 New Dover Road
Canterbury
Kent CT1 3DN

Samantha Kelly | Chester Zoo

Statement of Financial Activities
(including income and expenditure account)

Year ended 31 December 2025

	Note	Unrestricted funds £	2025 Restricted funds £	Total funds £	2024 Total funds £
Income and endowments					
Charitable activities	**5**	582,903	146,051	728,954	725,854
Investment income	**6**	16,645	–	16,645	13,703
Total income		599,548	146,051	745,599	739,557
Expenditure					
Expenditure on raising funds:					
Costs of other trading activities	**7**	3,810	–	3,810	699
Expenditure on charitable activities	**8,9**	566,259	136,049	702,308	644,807
Other expenditure	**11**	1,050	886	1,936	1,285
Total expenditure		571,119	136,935	708,054	646,791
Net income and net movement in funds		28,429	9,116	37,545	92,766
Reconciliation of funds					
Total funds brought forward as previously reported		518,323	130,367	648,690	555,924
Prior year adjustment		–	–	–	–
Total funds brought forward as restated		518,323	130,367	648,690	555,924
Total funds carried forward		546,752	139,483	686,235	648,690

The statement of financial activities includes all gains and losses recognised in the year. All income and expenditure derive from continuing activities.

The notes on pages 47 - 60 form part of these financial statements

Statement of Financial Position

31 December 2025

	Note	2025 £	2024 £
Fixed assets			
Intangible assets	**16**	10,720	–
Current assets			
Debtors	**18**	17,335	16,787
Cash at bank and in hand		717,236	659,198
		734,571	675,985
Creditors: amounts falling due within one year	**19**	59,056	27,295
Net current assets		675,515	648,690
Total assets less current liabilities		686,235	648,690
Net assets		686,235	648,690
Funds of the charity			
Restricted funds		139,483	130,367
Unrestricted funds		546,752	518,323
Total charity funds	**21**	686,235	648,690

These financial statements were approved by the board of trustees and authorised for issue on 8th May 2025 and are signed on behalf of the board by:

Mr J I Christon
Chair of Trustees

Mr T Owen
Treasurer

The notes on pages 47 - 60 form part of these financial statements

Statement of Cash Flows

Year ended 31 December 2025

	2025 £	2024 £
Cash flows from operating activities		
Net income	37,545	92,766
Adjustments for:		
Depreciation of tangible fixed assets	–	1,955
Amortisation of intangible assets	–	1,917
Other interest receivable and similar income	(16,645)	(13,703)
Accrued expenses/(income)	29,138	(3,465)
Changes in:		
Trade and other debtors	(4,263)	1,958
Trade and other creditors	6,338	7,852
Cash generated from operations	52,113	89,280
Interest received	16,645	13,703
Net cash from operating activities	68,758	102,983
Cash flows from investing activities		
Purchase of intangible assets	(10,720)	–
Net cash used in investing activities	(10,720)	–
Net increase in cash and cash equivalents	58,038	102,983
Cash and cash equivalents at beginning of year	659,198	556,215
Cash and cash equivalents at end of year	717,236	659,198

The notes on pages 47 - 60 form part of these financial statements

Notes to the Financial Statements

Year ended 31 December 2025

1. General information

The charity is a public benefit entity and a private company limited by guarantee, registered in England and Wales and a registered charity in England and Wales. The address of the registered office is Regents Park, London, NW1 4RY.

2. Statement of compliance

These financial statements have been prepared in compliance with FRS 102, 'The Financial Reporting Standard applicable in the UK and the Republic of Ireland', the Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (Charities SORP (FRS 102)) and the Companies Act 2006.

3. Accounting policies

Basis of preparation

The financial statements have been prepared on the historical cost basis, as modified by the revaluation of certain financial assets and liabilities and investment properties measured at fair value through income or expenditure.

The financial statements are prepared in sterling, which is the functional currency of the entity.

Going concern

There are no material uncertainties about the charity's ability to continue.

Judgements and key sources of estimation uncertainty

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the amounts reported. These estimates and judgements are continually reviewed and are based on experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Fund accounting

Unrestricted funds are available for use at the discretion of the trustees to further any of the charity's purposes.

Designated funds are unrestricted funds earmarked by the trustees for particular future project or commitment.

Restricted funds are subjected to restrictions on their expenditure declared by the donor or through the terms of an appeal, and fall into one of two sub-classes: restricted income funds or endowment funds.
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Notes to the Financial Statements *(continued)*

Year ended 31 December 2025

3. Accounting policies *(continued)*

Incoming resources

All incoming resources are included in the statement of financial activities when entitlement has passed to the charity; it is probable that the economic benefits associated with the transaction will flow to the charity and the amount can be reliably measured. The following specific policies are applied to particular categories of income:

- income from donations or grants is recognised when there is evidence of entitlement to the gift, receipt is probable and its amount can be measured reliably.
- legacy income is recognised when receipt is probable and entitlement is established.
- income from donated goods is measured at the fair value of the goods unless this is impracticalto measure reliably, in which case the value is derived from the cost to the donor or the estimated resale value. Donated facilities and services are recognised in the accounts when received if the value can be reliably measured. No amounts are included for the contribution of general volunteers.
- income from contracts for the supply of services is recognised with the delivery of the contracted service. This is classified as unrestricted funds unless there is a contractual requirement for it to be spent on a particular purpose and returned if unspent, in which case it may be regarded as restricted.

Resources expended

Expenditure is recognised on an accruals basis as a liability is incurred. Expenditure includes any VAT which cannot be fully recovered, and is classified under headings of the statement of financial activities to which it relates:

- expenditure on raising funds includes the costs of all fundraising activities, events, non-charitable trading activities, and the sale of donated goods.
- expenditure on charitable activities includes all costs incurred by a charity in undertaking activities that further its charitable aims for the benefit of its beneficiaries, including those support costs and costs relating to the governance of the charity apportioned to charitable activities.
- other expenditure includes all expenditure that is neither related to raising funds for the charity nor part of its expenditure on charitable activities.

All costs are allocated to expenditure categories reflecting the use of the resource. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs are apportioned between the activities they contribute to on a reasonable, justifiable and consistent basis.

Intangible assets

Intangible assets are initially recorded at cost, and are subsequently stated at cost less any accumulated amortisation and impairment losses. Any intangible assets carried at revalued amounts, are recorded at the fair value at the date of revaluation, as determined by reference to an active market, less any subsequent accumulated amortisation and subsequent accumulated impairment losses.

The British & Irish Association of Zoos and Aquariums
Financial Statement 2025

Notes to the Financial Statements *(continued)*

Year ended 31 December 2025

3. Accounting policies *(continued)*

Amortisation

Amortisation is calculated so as towrite off the cost of an asset, less its estimated residual value, over the useful life of that asset as follows:

CRM Solution - 20% straight line

If there is an indication that there has been a significant change in amortisation rate, useful life or residual value of an intangible asset, the amortisation is revised prospectively to reflect the new estimates.

Tangible assets

Tangible assets are initially recorded at cost, and subsequently stated at cost less any accumulated depreciation and impairment losses. Any tangible assets carried at revalued amounts are recorded at the fair value at the date of revaluation less any subsequent accumulated depreciation and subsequent accumulated impairment losses.

Depreciation

Depreciation is calculated so as to write off the cost or valuation of an asset, less its residual value, over the useful economic life of that asset as follows:

Equipment - 25% reducing balance

Impairment of fixed assets

A review for indicators of impairment is carried out at each reporting date, with the recoverable amount being estimated where such indicators exist. Where the carrying value exceeds the recoverable amount, the asset is impaired accordingly. Prior impairments are also reviewed for possible reversal at each reporting date.

Financial instruments

Financial liabilities and equity instruments are classified according to the substance of the contractual arrangements entered into.

Debtors and creditors with no stated interest rate and receivable or payable within one year are recorded at transaction price. Any losses arising from impairment are recognised in the profit and loss account in other administrative expenses.

Loans and borrowings are initially recognised at the transaction price including transaction costs. Subsequently, they are measured at amortised cost using the effective interest rate method, less impairment. If an arrangement constitutes a finance transaction it is measured at present value.

Notes to the Financial Statements *(continued)*

Year ended 31 December 2025

3. Accounting policies (*continued*)

Defined contribution plans

Contributions to defined contribution plans are recognised as an expense in the period in which the related service is provided. Prepaid contributions are recognised as an asset to the extent that the prepayment will lead to a reduction in future payments or a cash refund.

4. Limited by guarantee

Every member of the company undertakes to contribute a sum not exceeding £1 to the assets of the company if it is wound up during his, her or its membership or within one year afterwards:

(a) for payment of the debts and liabilities of the company contracted before he, she or it ceased to be a member;

(b) for the costs, charges and expenses of winding up; and

(c) for the adjustment of the rights of the contributories among themselves.

Notes to the Financial Statements *(continued)*

Year ended 31 December 2025

5. Charitable activities

	Unrestricted Funds	Restricted Funds	**Total Funds 2025**
	£	£	£
Full members' fees	480,951	–	480,951
Corporate associate members fees	35,344	–	35,344
Corporate sponsorship and conference fees	18,610	113,551	132,161
Job & news advertisements	8,605	–	8,605
Training provided	–	32,500	32,500
Other income	39,393	–	39,393
	582,903	146,051	728,954

	Unrestricted Funds	Restricted Funds	Total Funds 2024
	£	£	£
Full members' fees	492,871	–	492,871
Corporate associate members fees	30,167	–	30,167
Corporate sponsorship and conference fees	45,990	92,344	138,334
Job & news advertisements	3,717	–	3,717
Training provided	–	48,020	48,020
Other income	12,745	–	12,745
	585,490	140,364	725,854

6. Investment income

	Unrestricted Funds	**Total Funds 2025**	Unrestricted Funds	Total Funds 2024
	£	£	£	£
Other interest receivable	16,645	16,645	13,703	13,703

Notes to the Financial Statements *(continued)*

Year ended 31 December 2025

7. Costs of other trading activities

	Unrestricted Funds	**Total Funds 2025**	Unrestricted Funds	Total Funds 2024
	£	£	£	£
Costs of other trading activities - Advertising and publicity	3,810	3,810	699	699

8. Expenditure on charitable activities by fund type

	Unrestricted Funds £	Restricted Funds £	**Total Funds 2025 £**
Direct charitable activity	528,883	136,049	664,932
Support costs	37,376	–	37,376
	566,259	136,049	702,308

	Unrestricted Funds £	Restricted Funds £	Total Funds 2024 £
Direct charitable activity	479,769	125,632	605,401
Support costs	39,406	–	39,406
	519,175	125,632	644,807

Notes to the Financial Statements *(continued)*

Year ended 31 December 2025

9. Expenditure on charitable activities by activity type

	Activities undertaken directly £	Support costs £	**Total funds 2025 £**	Total fund 2024 £
Direct charitable activity	664,932	22,823	687,755	634,829
Governance costs	–	14,553	14,553	9,978
	664,932	37,376	702,308	644,807

10. Analysis of support costs

	Support costs £	**Total 2025 £**	Total 2024 £
Premises	3,732	3,732	4,641
Communications and IT	16,974	16,974	21,431
General office	2,117	2,117	3,356
Governance costs	14,553	14,553	9,978
	37,376	37,376	39,406

11. Other expenditure

	Unrestricted Funds £	Restricted Funds £	**Total Funds 2025 £**
Gifts and donations	–	886	886
Bad debts written off	1,050	–	1,050
	1,050	886	1,936

Notes to the Financial Statements *(continued)*

Year ended 31 December 2025

11. Other expenditure *(continued)*

	Unrestricted Funds £	Restricted Funds £	Total Funds 2024 £
Gifts and donations	55	–	55
Bad debts written off	1,230	–	1,230
	1,285	–	1,285

12. Net income

Net income is stated after charging/(crediting):

	2025 £	2024 £
Amortisation of intangible assets	–	1,917
Depreciation of tangible fixed assets	–	1,955

13. Auditors remuneration

	2025 £	2024 £
Fees payable for the audit of the financial statements	8,750	4,500
Fees payable to the charity's auditor and its associates for other services:		
Other non-audit services	2,890	2,750

Notes to the Financial Statements *(continued)*

Year ended 31 December 2025

14. Staff costs

The total staff costs and employee benefits for the reporting period are analysed as follows:

	2025 £	2024 £
Wages and salaries	442,619	328,745
Social security costs	–	35,443
Employer contributions to pension plans	–	25,366
	442,619	389,554

The average head count of employees during the year was 9 (2024: 9). The average number of full-time equivalent employees during the year is analysed as follows:

	2025 No.	2024 No.
Management & Administration	4	4
Conservation & Animal Management	3	3
Communications & Members Services	2	2
	9	9

The number of employees whose remuneration for the year fell within the following bands, were:

	2025 No.	2024 No.
£70,000 to £79,999	–	1

15. Trustee remuneration and expenses

The Board members were not paid or received any other benefit from the charity. Three trustees were reimbursed expenses totalling £554 in the year. No Board member received payment for professional or other services supplied to the charity.

The key management personnel of the charity comprise of the Board members and the Chief Executive Officer. The total employee benefits of the key management personnel of the charity were £89,015 (2024: £80,632).

Notes to the Financial Statements *(continued)*

Year ended 31 December 2025

16. Intangible assets

	CRM Solution	Website Development	Total
	£	£	£
Cost			
At 1 January 2025	15,000	–	15,000
Additions	–	10,720	10,720
At 31 December 2025	15,000	10,720	25,720
Amortisation			
At 1 January 2025 and 31 December 2025	15,000	–	15,000
Carrying amount			
At 31 December 2025	–	10,720	10,720
At 31 December 2024	–	–	–

17. Tangible fixed assets

	Equipment £
Cost	
At 1 January 2025 and 31 December 2025	3,498
Depreciation	
At 1 January 2025 and 31 December 2025	3,498
Carrying amount	
At 31 December 2025	–
At 31 December 2024	–

The British & Irish Association of Zoos and Aquariums
Financial Statement 2025

Notes to the Financial Statements *(continued)*

Year ended 31 December 2025

18. Debtors

	2025 £	2024 £
Trade debtors	14,575	10,552
Prepayments and accrued income	2,760	6,231
Other debtors	–	4
	17,335	16,787

19. Creditors: amounts falling due within one year

	2025 £	2024 £
Trade creditors	12,698	4,982
Accruals and deferred income	32,673	7,250
Social security and other taxes	13,685	11,967
Other creditors	–	3,096
	59,056	27,295

20. Pensions and other post retirement benefits

Defined contribution plans

The amount recognised in income or expenditure as an expense in relation to defined contribution plans was £Nil (2024: £25,366).

21. Analysis of charitable funds

Unrestricted funds

	At 1 Jan 2025 £	Income £	Expenditure £	Transfers £	Prior year adjustments £	At 31 Dec 2025 £
General funds	518,323	599,548	(571,119)	–	–	546,752

	At 1 Jan 2024 £	Income £	Expenditure £	Transfers £	Prior year adjustments £	31 Dec 2024 £
General funds	440,289	599,193	(521,159)	–	–	518,323

Notes to the Financial Statements *(continued)*

Year ended 31 December 2025

21. Analysis of charitable funds *(continued)*

Restricted funds

	At 1 Jan 2025 £	Income £	Expenditure £	Transfers £	Prior year adjustments £	At 31 Dec 2025 £
Zoo Animal Management Course	3,000	3,000	–	–	–	6,000
Elephant Project	5,444	–	–	–	–	5,444
Aquariums Fund	24,466	22,477	(27,680)	–	–	19,263
Working Group Funds	26,926	28,004	(21,681)	(2,455)	–	30,794
Field Conservation Committee	5,542	8,487	(8,407)	1,455	–	7,077
Conservation Education Committee	2,619	19,724	(5,414)	–	–	16,929
Animal Behaviour and Training Course	29,195	32,500	(35,219)	–	–	26,476
Flamingo Specialist Group	20,378	–	(15,025)	–	–	5,353
Keepers Conference	2,055	–	–	–	(2,055)	–
Communications Conference	5,527	8,636	(5,440)	–	–	8,723
Giraffid Sub Group	–	14,609	(12,585)	–	255	2,279
Other Funds	5,215	8,614	(5,484)	1,000	1,800	11,145
	130,367	146,051	(136,935)	–	–	139,483

The British & Irish Association of Zoos and Aquariums
Financial Statement 2025

Notes to the Financial Statements *(continued)*

Year ended 31 December 2025

21. Analysis of charitable funds (continued)

	At 1 Jan 2024 £	Income £	Expenditure £	Transfers £	Prior year adjustments £	At 31 Dec 2024 £
Zoo Animal Management Course	–	3,000	–	–	–	3,000
Elephant Project	5,604	–	(160)	–	–	5,444
Aquariums Fund	17,709	24,018	(17,261)	–	–	24,466
Working Group Funds	18,427	29,133	(17,631)	(3,003)	–	26,926
Field Conservation Committee	3,261	10,956	(8,675)	–	–	5,542
Conservation Education Committee	222	15,874	(13,477)	–	–	2,619
Animal Behaviour and Training Course	24,445	48,020	(43,270)	–	–	29,195
Flamingo Specialist Group	39,657	–	(19,279)	–	–	20,378
Keepers Conference	2,055	–	–	–	–	2,055
Communications Conference	2,690	8,651	(5,814)	–	–	5,527
Giraffid Sub Group	–	–	–	–	–	–
Other Funds	1,565	712	(65)	3,003	–	5,215
	115,635	140,364	(125,632)	–	–	130,367

The Flamingo Specialist Group (FSG) is a global network of flamingo specialists concerned with the study and conservation of all flamingo species. The group is part of the IUCN-Species Survival Commission and the legal home of the FSG has been at WWT since the 1990s. In 2021 it was agreed that BIAZA would take over management of the FSG's Small Grants Fund. A new MoU was signed between the FSG steering committee and BIAZA in 2022 and grant funding was allocated in 2023 and 2024. They will also continue to manage and pay the maintenance costs for the FSG website. They will submit an invoice to BIAZA for these costs to be repaid from the funds held.

Notes to the Financial Statements *(continued)*

Year ended 31 December 2025

The Great Ape Welfare group (GAWG) is a partnership between BIAZA and the University of Birmingham, which brings together zoo practitioners, researchers of wild and captive great apes and representatives of great ape-related welfare, regulatory and government organisations to define best practice in great ape welfare, celebrate current successes, and to work together to generate tangible evidence-based improvements in welfare, husbandry and policy inter-linked with conservation and research.

The Zoo Animal Management Course (Diploma in the Management of Zoo and Aquarium Animals) fund is set up to further the educational objectives of the charity. The Elephant Project represents donations from Member collections holding elephants for elephant welfare research. The Aquariums Fund is money collected from non-BIAZA aquarium members and is used for an aquatic project; and the Working Group Funds is funds held for other BIAZA Working Groups. The Conservation Conference Fund was set up to provide funding for the conference costs.

22. Analysis of net assets between funds

	Unrestricted Funds £	Restricted Funds £	**Total Funds 2025 £**
Current assets	605,808	139,483	745,291
Creditors less than 1 year	(59,056)	–	(59,056)
Net assets	546,752	139,483	686,235

	Unrestricted Funds £	Restricted Funds £	Total Funds 2024 £
Intangible assets	–	–	–
Tangible fixed assets	–	–	–
Current assets	545,618	130,367	675,985
Creditors less than 1 year	(27,295)	–	(27,295)
Net assets	518,323	130,367	648,690

23. Analysis of changes in net debt

	At 1 Jan 2025 £	Cash flows £	**At 31 Dec 2025 £**
Cash at bank and in hand	659,198	58,038	717,236

The British & Irish Association of Zoos and Aquariums
Financial Statement 2025

Ewan Bimpson | Watatunga Wildlife Reserve

BIAZA
BRITISH & IRISH ASSOCIATION OF ZOOS & AQUARIUMS

2025 Annual Report

Charlotte Fawkes | Bristol Zoo Project