

COMPANY REGISTRATION NUMBER: 06789783
CHARITY REGISTRATION NUMBER: 1128168

The British & Irish Association of Zoos and Aquariums
Company Limited by Guarantee
Financial Statements
31 December 2025

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

Company Limited by Guarantee

Financial Statements

Year ended 31 December 2025

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The British & Irish Association of Zoos and Aquariums

Company Limited by Guarantee

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

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 C A Brown	
Mr J I Christon (Chair)	
Prof D A Field	(Resigned 19 June 2025)
Ms S Forsythe	
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
Company Limited by Guarantee
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 2024 to the date of this report unless otherwise stated.

The registered directors as per Companies House are as per the Trustees listed on page 1.

The list of Trustees on page 1 should be taken as those charges with governance and elected by members.

The British & Irish Association of Zoos and Aquariums

Company Limited by Guarantee

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

Year ended 31 December 2025

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.

The British & Irish Association of Zoos and Aquariums

Company Limited by Guarantee

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 2024 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.

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

The British & Irish Association of Zoos and Aquariums
Company Limited by Guarantee
Trustees' Annual Report (Incorporating the Director's Report) *(continued)*
Year ended 31 December 2025

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 19 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 (2024: £39,406) spent for Support costs. Details to this are in Notes 8, 9 & 10 on page 19 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.

The British & Irish Association of Zoos and Aquariums

Company Limited by Guarantee

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 methods and principles in the applicable Charities SORP;
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- 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 8 May 2026 and signed on behalf of the board of trustees by:



Mr J I Christon
Trustee



Mr T Owen
Trustee

The British & Irish Association of Zoos and Aquariums

Company Limited by Guarantee

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 opinion the 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 prepared in 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 trustees with respect to going concern are described in the relevant sections of this report.

The British & Irish Association of Zoos and Aquariums

Company Limited by Guarantee

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.

The British & Irish Association of Zoos and Aquariums

Company Limited by Guarantee

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

Year ended 31 December 2025

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

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 and unavoidable 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

Company Limited by Guarantee

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.

The British & Irish Association of Zoos and Aquariums

Company Limited by Guarantee

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

Year ended 31 December 2025

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

The British & Irish Association of Zoos and Aquariums

Company Limited by Guarantee

Statement of Financial Activities (including income and expenditure account)

Year ended 31 December 2025

			2025		2024
	Note	Unrestricted funds £	Restricted funds £	Total funds £	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		<u>599,548</u>	<u>146,051</u>	<u>745,599</u>	<u>739,557</u>
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		<u>571,119</u>	<u>136,935</u>	<u>708,054</u>	<u>646,791</u>
Net income and net movement in funds		<u>28,429</u>	<u>9,116</u>	<u>37,545</u>	<u>92,766</u>
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		<u>518,323</u>	<u>130,367</u>	<u>648,690</u>	<u>555,924</u>
Total funds carried forward		<u>546,752</u>	<u>139,483</u>	<u>686,235</u>	<u>648,690</u>

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 15 to 25 form part of these financial statements.

The British & Irish Association of Zoos and Aquariums

Company Limited by Guarantee

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
		<u>734,571</u>	<u>675,985</u>
Creditors: amounts falling due within one year	19	59,056	27,295
Net current assets		<u>675,515</u>	<u>648,690</u>
Total assets less current liabilities		<u>686,235</u>	<u>648,690</u>
Net assets		<u>686,235</u>	<u>648,690</u>
Funds of the charity			
Restricted funds		139,483	130,367
Unrestricted funds		<u>546,752</u>	<u>518,323</u>
Total charity funds	21	<u>686,235</u>	<u>648,690</u>

These financial statements were approved by the board of trustees and authorised for issue on 8 May 2026, and are signed on behalf of the board by:



Mr J I Christon
Trustee



Mr T Owen
Trustee

The notes on pages 15 to 25 form part of these financial statements.

The British & Irish Association of Zoos and Aquariums

Company Limited by Guarantee

Statement of Cash Flows

Year ended 31 December 2025

	2025 £	2024 £
Cash flows from operating activities		
Net income	37,545	92,766
<i>Adjustments for:</i>		
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)
<i>Changes in:</i>		
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	<u>68,758</u>	<u>102,983</u>
Cash flows from investing activities		
Purchase of intangible assets	(10,720)	—
Net cash used in investing activities	<u>(10,720)</u>	<u>—</u>
Net increase in cash and cash equivalents	58,038	102,983
Cash and cash equivalents at beginning of year	<u>659,198</u>	<u>556,215</u>
Cash and cash equivalents at end of year	<u>717,236</u>	<u>659,198</u>

The notes on pages 15 to 25 form part of these financial statements.

The British & Irish Association of Zoos and Aquariums

Company Limited by Guarantee

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.

The British & Irish Association of Zoos and Aquariums

Company Limited by Guarantee

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 impractical to 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

Company Limited by Guarantee

Notes to the Financial Statements *(continued)*

Year ended 31 December 2025

3. Accounting policies *(continued)*

Amortisation

Amortisation is calculated so as to write 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.

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.

The British & Irish Association of Zoos and Aquariums

Company Limited by Guarantee

Notes to the Financial Statements *(continued)*

Year ended 31 December 2025

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.

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
	<u>582,903</u>	<u>146,051</u>	<u>728,954</u>

	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
	<u>585,490</u>	<u>140,364</u>	<u>725,854</u>

6. Investment income

	Unrestricted Funds £	Total Funds 2025 £	Unrestricted Funds £	Total Funds 2024 £
Other interest receivable	<u>16,645</u>	<u>16,645</u>	<u>13,703</u>	<u>13,703</u>

7. Costs of other trading activities

	Unrestricted Funds £	Total Funds 2025 £	Unrestricted Funds £	Total Funds 2024 £
Costs of other trading activities - Advertising and publicity	<u>3,810</u>	<u>3,810</u>	<u>699</u>	<u>699</u>

The British & Irish Association of Zoos and Aquariums

Company Limited by Guarantee

Notes to the Financial Statements *(continued)*

Year ended 31 December 2025

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
	<u>566,259</u>	<u>136,049</u>	<u>702,308</u>
	Unrestricted Funds £	Restricted Funds £	Total Funds 2024 £
Direct charitable activity	479,769	125,632	605,401
Support costs	39,406	—	39,406
	<u>519,175</u>	<u>125,632</u>	<u>644,807</u>

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
	<u>664,932</u>	<u>37,376</u>	<u>702,308</u>	<u>644,807</u>

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
	<u>37,376</u>	<u>37,376</u>	<u>39,406</u>

11. Other expenditure

	Unrestricted Funds £	Restricted Funds £	Total Funds 2025 £
Gifts and donations	—	886	886
Bad debts written off	1,050	—	1,050
	<u>1,050</u>	<u>886</u>	<u>1,936</u>

The British & Irish Association of Zoos and Aquariums

Company Limited by Guarantee

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
	<u>1,285</u>	<u>–</u>	<u>1,285</u>

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
	<u>–</u>	<u>1,955</u>

13. Auditors remuneration

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

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
	<u>442,619</u>	<u>389,554</u>

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
	<u>9</u>	<u>9</u>

The British & Irish Association of Zoos and Aquariums

Company Limited by Guarantee

Notes to the Financial Statements *(continued)*

Year ended 31 December 2025

14. Staff costs *(continued)*

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 (2024: £nil). Four employees were reimbursed expenses totalling £6,684 in the year (2024: one employee was reimbursed expenses totalling £699). No Board member received payment for professional or other services supplied to the charity (2024: £nil).

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 was £89,015(2024: £80,632).

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

Company Limited by Guarantee

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
	<u>17,335</u>	<u>16,787</u>

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
	<u>59,056</u>	<u>27,295</u>

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	<u>518,323</u>	<u>599,548</u>	<u>(571,119)</u>	<u>–</u>	<u>–</u>	<u>546,752</u>

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

The British & Irish Association of Zoos and Aquariums

Company Limited by Guarantee

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
LCC 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
	<u>130,367</u>	<u>146,051</u>	<u>(136,935)</u>	<u>—</u>	<u>—</u>	<u>139,483</u>

	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

The British & Irish Association of Zoos and Aquariums

Company Limited by Guarantee

Notes to the Financial Statements *(continued)*

Year ended 31 December 2025

21. Analysis of charitable funds *(continued)*

Animal Behaviour and Training Course	24,445	48,020	(43,270)	–	–	29,195
Flamingo Specialist Group	39,657	–	(19,279)	–	–	20,378
LCC 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
	<u>115,635</u>	<u>140,364</u>	<u>(125,632)</u>	<u>–</u>	<u>–</u>	<u>130,367</u>

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.

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.

The British & Irish Association of Zoos and Aquariums

Company Limited by Guarantee

Notes to the Financial Statements *(continued)*

Year ended 31 December 2025

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	<u>546,752</u>	<u>139,483</u>	<u>686,235</u>

	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	<u>518,323</u>	<u>130,367</u>	<u>648,690</u>

23. Analysis of changes in net debt

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