A close-up photograph of a cheetah's head and upper body. The cheetah has a light tan coat with dark, irregular spots. It is looking slightly to the right of the camera with a serious expression. The background is a soft-focus green field.

ZSL
200

A world where
wildlife thrives

ZSL | LET'S WORK
FOR WILDLIFE

CONTENTS

Introduction from Director General Dominic Jermey	3	
	4	Getting set for the next century
Our purpose and vision	5	
	6	ZSL 200: our strategy – a world where wildlife thrives
Wildlife and People	8	
	10	Wildlife Health
Wildlife Back from the Brink	12	
	16	Implementing our strategy
Our Zoos: inspiring visitors through fun and wonder	18	
	21	Science for conservation campus: informing future generations of conservation scientists
Conservation: empowering communities and influencing policy	22	
	24	People, values and culture: fit for the future
Engaging and partnering with our conservation family	26	
	27	How we'll know we've got there?



I came to the Zoological Society of London to make a difference. I joined an extraordinary organisation at a defining moment in its nearly 200 year history. After enabling millions of people to experience wildlife through its Zoos, after multiple scientific discoveries and conservation successes, ZSL is positioned to set out an agenda for positive impact on wildlife throughout the 21st century.

This is a period of enormous strain on wildlife. ZSL's Living Planet Index has charted the devastating decline in biodiversity across many species in the last half century. That is why a bold, ambitious strategy for the Society is right. A strategy which sets out the difference we will make to the world of wildlife over decades to come. A strategy which builds on our people, our expertise and our partnerships, all of which have helped us inspire, inform and empower so many people to stop wild animals going extinct. But also a strategy which is uncompromising in demanding dramatic change in our approach to wildlife. That is what our strategy, ZSL 200, is all about.

Through ZSL 200, we will have a significant impact on the way people interact with wildlife, on the identification and treatment of wildlife health issues and on the survival prospects of some of the most critically endangered species. We will succeed by drawing on the skills of our Zoo, volunteers, partners and donors. We will collaborate closely where we can achieve more together – with businesses, governments and NGOs. And where we see policies or systems which harm wildlife, we will use our evidence to change the rules of the game.

ZSL was founded in 1826 as the world's first scientific zoological society; we will ensure that basis in scientific and conservation evidence remains at the heart of our engagement and decision-making. And as we develop our world-class Zoos, we will nurture the wellbeing and fun which flow from promoting sustainable relationships between people and wildlife.

ZSL 200 is about change. It is about ensuring that wildlife will thrive in the world we pass to the next generation. We hope you will join us in creating that future for wildlife.

Dominic Jermey
Director General

GETTING SET FOR THE NEXT CENTURY

The challenges facing wildlife are increasing: the rate of extinction is accelerating through habitat loss, disease, pollution and other human effects. We need to act now to address these challenges and stop wild animals going extinct.

These threats and the need to address them are recognised by the United Nations through their 2030 Sustainable Development Goals. These goals provide a blueprint to enable all of us to support a better and more sustainable future and a framework for shared action. ZSL can play an important role by supporting the Sustainable Development Goals relating to life on land, life below water, as well as supporting other goals, including climate action, clean water and health and wellbeing.

In 2026, ZSL will be 200 years old, marking two centuries of discovery, pioneering and inspiring and delighting visitors through science, conservation and our two Zoos.

ZSL was established for the advancement of zoology through science and, with our firm legacy of conservation, research and animal care, we are in a distinct and enviable position.

We use science to ask the questions and develop solutions; we put conservationists in the field to apply our knowledge; and we have two Zoos that engage the public with wildlife and contribute to our breeding programmes for threatened species, conservation and science.

We need to focus our efforts and operations in order to work in a more integrated way, with science informing our work in the field and using our Zoos as a focus to drive engagement. This will amplify our impact.

This will mean that people – including our colleagues, volunteers, partners and visitors – know exactly what ZSL is about and how we can all work together to create a world where wildlife thrives.

OUR PURPOSE AND VISION

Our purpose is to inspire, inform and empower people to stop wild animals going extinct.

In order to tackle the threats and challenges facing wild animals now, and help people achieve positive change, we will:

- **Inspire future generations** through amazing experiences with wild animals, giving them a lifelong connection to wildlife and showing the part that they can play in wildlife conservation.
- **Inform the world** about the challenges facing wildlife and the ways we all can address these, based on our scientific research, experience and expertise.
- **Empower communities**, leaders and influencers by giving them the methods, evidence, tools and skills to enable people and wildlife to thrive together.

Our vision is a world where wildlife thrives.

We will achieve our vision by addressing three key conservation challenges to focus our efforts for the future. These are based on our scientific research into the biggest conservation challenges facing wildlife and are areas where all aspects of our work can contribute to achieving results:



Wildlife & People

Fostering sustainable relationships between people and wildlife – because people thrive when wildlife thrives and human development can only be sustainable if it does not destroy the ecosystems on which people and wildlife depend. In our Zoos and using our engagement, we bring people and wildlife closer to generate appreciation for the natural world and to foster wellbeing for people living in urban environments.

Through our conservation we help people and wildlife live side by side, for example by tackling illegal wildlife trade and by supporting communities to live alongside wildlife without detriment to crops and livelihoods.



Wildlife Health

Ensuring the health of wildlife, improving the health of people and the environment. Disease does not respect borders and the growth of global travel has seen the unprecedented spread of zoonotic diseases - harming both wildlife and human communities. Addressing wildlife health brings benefits to people and the wider environment. We will focus our wildlife health research on detecting, understanding and treating disease, as well as addressing causes. We will train and support wildlife health professionals around the world, and showcase outstanding animal care in our Zoos.

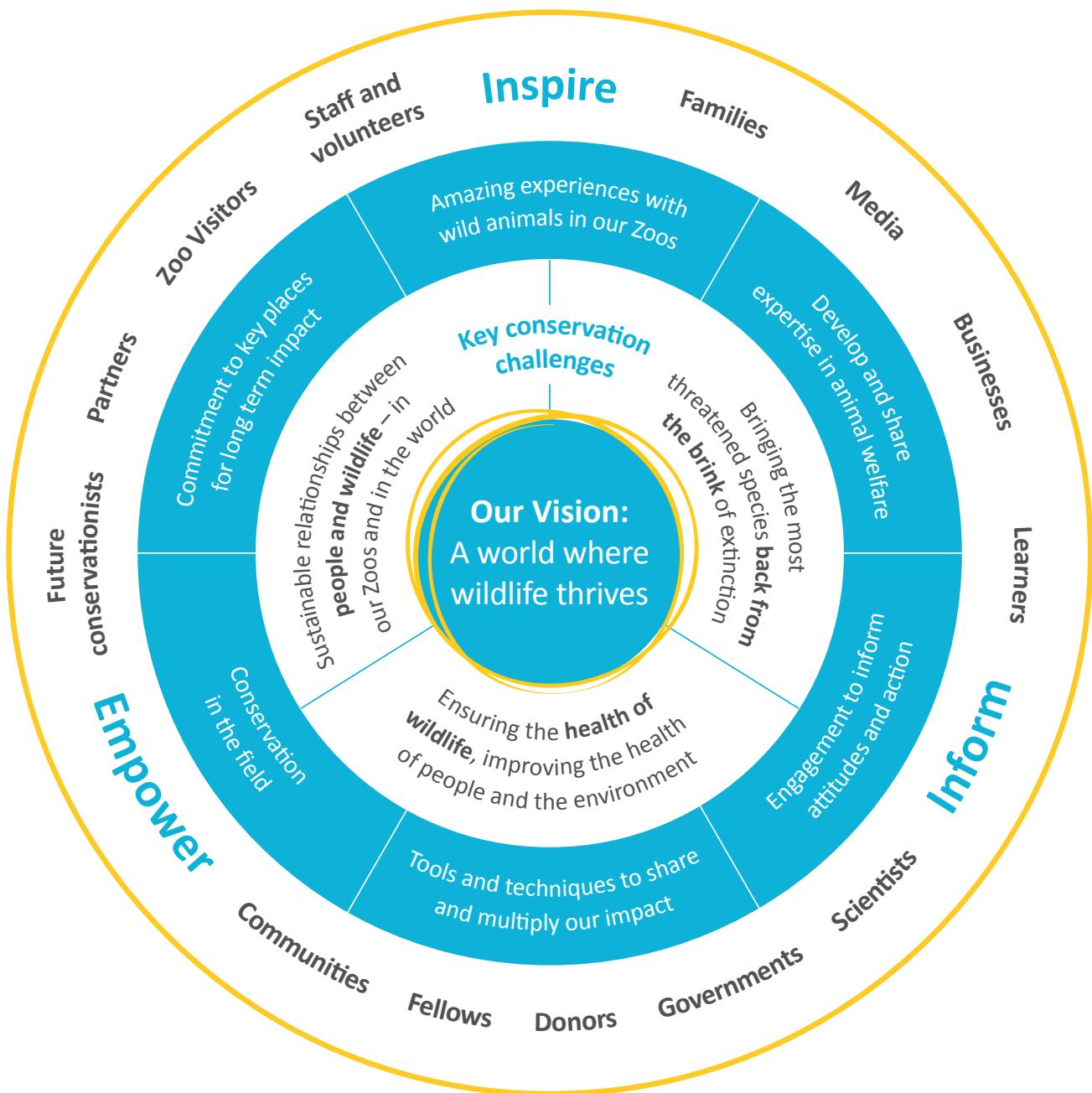


Wildlife Back from the Brink

Bringing the most threatened species back from the brink of extinction. We will achieve this through direct action with species as well as by influencing conservation policy, convening partners and championing their causes through our Zoos. We will provide tools, training and methods, underpinned by our science, to bring about a demonstrable improvement for threatened species.

ZSL 200: OUR STRATEGY

A WORLD WHERE WILDLIFE THRIVES







WILDLIFE AND PEOPLE

Fostering sustainable relationships between wildlife and people – people thrive when wildlife thrives.

The challenge

Human development can only be sustainable if it does not destroy the ecosystems on which people and wildlife depend. Yet, rising population and consumption will place unprecedented pressures on the planet's support systems.

Preventing species extinctions is an enormous challenge and depends on a sound understanding of the complex interdependencies between people and nature.

Even in wilderness areas where there is little human presence, there is still a need to manage and protect wildlife from human effects, for example through protected area management.

Over half of us now live in urban environments, increasingly disconnected from the natural world on which we depend – there is a real opportunity and need to bring humans close to wildlife, to breathe life into cities and contribute to wellbeing and community life.

What we'll do

We will foster more sustainable livelihoods for people in the UK, in the landscapes and seascapes where we work and connect people to nature by inspiring and informing visitors through our two Zoos.

Through our Zoos:

- With two well-established and treasured Zoos, one in the centre of the UK's capital city, and the other in the heart of the English countryside, we provide unrivalled connection to wild animals and their stories, within visiting distance for over 20 million people.
- We will connect the public with nature, through updated and immersive zoo exhibits, engagement programmes and community outreach. We will educate zoo visitors and wildlife supporters about the links between the natural world and human wellbeing, drawing on our science and conservation expertise.

Through our conservation:

- We will work in protected landscapes and seascapes to prevent wildlife extinctions.
- We will help local communities to develop sustainable livelihood plans to help community life and prosperity.
- We will work with the private sector to maximise positive environmental impacts and outcomes.

Through our engagement:

- We will scale up our impact, by aggregating and analysing lessons learned and feeding them into policy and science forums in the UK and around the world. We will do this through peer-reviewed publications, engagement with national governments, conferences and conventions.
- We will engage with the public and wildlife supporters to get wildlife issues on the radar and play a key role as a thought leader on issues and solutions affecting wildlife.



Our research delivers evidence-based conservation across cheetah and African wild dog ranges in Africa. This has improved connectivity and protection across four large landscapes (encompassing 11 countries), led to the development of three regional conservation strategies and 18 National Conservation Action Plans for cheetah and African wild dogs. It has also informed international policy.

Through our science:

- Our science will provide the knowledge base for this priority area. We will measure and assess natural capital and ecosystem services to understand the contribution of nature to human wellbeing.
- Our research programmes will investigate the relationship between wildlife and local communities, ranging from nomadic pastoralist systems in Africa to large-scale livestock and crop production in the UK.
- We are at the cutting edge of new approaches, such as citizen science which allows volunteer scientists to take part in research projects, as well as developing technologies such as camera trapping, data collection, analysis and synthesis.

By 2030, we will:

- Connect more people to nature by inspiring visitors at our Zoos.
- Foster sustainable livelihoods for communities in the landscapes and seascapes where we work.

- Develop and evaluate new management, policy and financial mechanisms to foster sustainable solutions that benefit people and wildlife.
- Add value and broaden our impact via policy engagement in national and international forums.
- Improve the assessment of economic and ecological impacts of our interventions.

We will work with:

- Visitors to our Zoos, wildlife supporters and the public
- Local communities in the UK and around the world.
- Partners in the donor, NGO and academic communities.
- Governments, national and international policy fora to inform decision making.
- Companies to define and apply best practice across sectors that have the most impact on wildlife.



WILDLIFE HEALTH

Ensuring the health of wildlife, improving the health of people, domestic animals and the environment.

The challenge

Wildlife populations and ecosystems are essential for human health and wellbeing. However, human activities expose wildlife populations to disease, resulting in population declines and species extinctions. They also expose people and domestic animals to disease from wildlife hosts with serious implications for human health and livelihoods. This interconnection between people, animals, plants and their shared environment forms the basis of the One Health concept.

Disease does not respect borders; infections and pollutants travel beyond their source locations, causing problems across a wide range. Often, the impacts of disease are only apparent once population declines are underway, and identifying the cause can be extremely difficult and expensive.

Building understanding is a key way to mitigate these impacts. The health of wildlife is paramount if we are to live in a world in which we all thrive.

What we'll do

Through our science:

- We will conduct high quality research to understand the relationships between the health of people and domestic animals.
- We will identify the diseases which threaten wildlife conservation and explore ways to mitigate them, including disease risk analysis for wildlife reintroduction.
- We will study wildlife disease ecology and show that anthropogenic factors are paramount to the emergence of disease threats to biodiversity and to the spillover of wildlife pathogens to people and domestic animals.
- We will increase the number of wildlife health professionals globally where need is greatest, and provide training to those working with zoo and wild animals.

Through our engagement:

- We will improve understanding and advocate behaviour change around wildlife health through our policy and public engagement in our Zoos, and our field programmes.

Through our conservation:

- We will identify and address wildlife health issues wherever they exist at our long-term field sites.
- In the countries where we have a long-term presence, we will work with our ZSL colleagues to improve the number and skills of wildlife health professionals.
- We will raise awareness of the need for wildlife health expertise to complement the other skills used to address conservation threats.



ZSL researchers showed that a catastrophic decline (approximately 30–50% per year) of *Gyps* vultures in South Asia was caused by the drug diclofenac administered to livestock on which vultures scavenged. The decline in vultures had serious repercussions: unconsumed livestock carcasses resulted in an increase in rats and dogs who, in turn, increased the spread of diseases like rabies, bubonic plague and anthrax to humans. Our work led to a ban on the use of diclofenac on the Indian subcontinent, and we developed recovery plans, including captive breeding centres for vultures in India and Nepal.

Through our Zoos:

- We will demonstrate best practice in wildlife health and welfare through the ways we manage animals in our Zoos, in our conservation breeding programmes and by collaborating with the international zoo community.
- We will engage visitors and learners about wildlife health issues and the part they can play to address them.

By 2030 we will:

- Have created new knowledge around wildlife health to encourage inter-disciplinary work across diverse subjects such as conservation biology, epidemiology, conservation technology and biological research.
- Have improved science capacity, developed world-leading scientific leaders and provided future generations of scientists with integrated and expanded education programmes.

- Have transformed health outcomes for wildlife, people and domestic animals to ensure that wildlife thrives.

We will work with:

- Academic partners including University College London and the Royal Veterinary College to provide a hub of wildlife health expertise and learning at Regent's Park.
- Conservation organisations, zoos and other animal collections, through managed endangered species breeding programmes, to further the health and welfare of zoo and wild animals.
- Local communities, and local and national governments, in our field programmes around the world in order to identify and address wildlife health issues. We will target funders and businesses that are driving recognised wildlife health issues.



WILDLIFE BACK FROM THE BRINK

Bringing the most threatened species back from the brink of extinction.

The challenge

In the face of unprecedented biodiversity losses, effective strategies for the conservation of the world's most threatened species are urgently required.

Evidence shows that timely and targeted conservation actions can help avoid species extinctions and drive recovery. However, even once recovered, many species remain

conservation-dependent, requiring support over decades.

We need to focus on the species most critically in need and find the most appropriate interventions: from reintroductions to managing the spread of disease. We also need to increase scientific and management capacity to achieve more than we could alone and to ensure the sustainability of conservation actions.

What we'll do

We will achieve our vision by taking action ourselves and by acting as a conservation catalyst, generating and sharing knowledge with others and empowering them to act. We will focus on species that are Evolutionarily Distinct and Globally Endangered (EDGE) and on species classified by the International Union for the Conservation of Nature (IUCN) as Endangered, Critically Endangered or Extinct in the Wild.

Through our conservation:

- We will identify priority species and programmes to focus our work, using the EDGE framework to inform our choices.
- We will take action on the ground based on these priorities.

Through our science:

- We build understanding of how we can achieve successful conservation outcomes for threatened species.
- We will develop EDGE lists for additional taxonomic groups in order to guide our conservation work on the ground.
- We will monitor the status of our focal species in order to measure our collective impact.

Through our Zoos:

- Our Zoos provide a haven for species under threat and our zookeepers, curators and veterinary colleagues will support this work through conservation breeding, collaboration and work in the field and in our Zoos.
- We will use EDGE to prioritise engagement in species conservation by our curatorial and veterinary teams as part of our species planning tool.

Through our engagement:

- We will promote species conservation through national and international policy forums.
- We will raise awareness among decision-makers of the importance of species conservation and of the EDGE framework in particular.



The scimitar-horned oryx, once common across north Africa, became extinct in the wild in 2000. ZSL is part of a project to restore the species through conservation breeding and reintroductions, led by the Government of Chad and Environment Agency of Abu Dhabi, and implemented by the Sahara Conservation Fund. As a result, today there are over 100 oryx living and breeding in the wild in Chad.

By 2030, we will:

- Achieve a demonstrable improvement in the conservation status of our priority species.
- See an improvement in conservation outcomes for EDGE-listed threatened species.
- Improve the capacity of conservation scientists to protect species in focal ZSL priority regions and countries.

We will work with:

- Organisations involved in species recovery programmes.
- Conservation innovators.
- Local partners including government, non-government and private sector organisations.

Our EDGE of Existence programme is our global conservation initiative focusing specifically on wildlife that is both threatened and evolutionarily distinct.

Using scientific analysis to identify the world's most Evolutionarily Distinct and Globally Endangered species, the EDGE programme highlights and protects a unique and irreplaceable part of the world's natural heritage, an alarming proportion of which are on the verge of extinction.

Each year a number of the least known and most neglected EDGE species are chosen for conservation attention. Surveys are carried out by EDGE Fellows (aspiring in-country scientists who receive financial, institutional and logistical support from the EDGE programme) to determine the status of these species, identify and implement appropriate conservation actions. ZSL supports EDGE alumni to develop long-term, scaled-up conservation projects focusing on their priority EDGE species.

The ultimate goal is to ensure that local stakeholders, governments and conservation organisations take ownership of these forgotten species and commit to ensuring their survival.

EDGE Fellow
Sandeep Das, right,
and EDGE alumnus
Ashish Thomas, left,
swab a purple frog
in Kerala, India



L
SL
LET'S WORK
FOR WILDLIFE

IMPLEMENTING OUR STRATEGY

Our organisation

The structure of our organisation reflects our delivery priorities, with teams focused on:

- **Science:** developing and sharing solutions to global conservation challenges.
- **Conservation:** transforming conservation outcomes on the ground and influencing policy debate and decisions to change the rules in favour of wildlife.
- **Zoos and engagement:** inspiring, informing and empowering leaders, influencers and participants about wildlife through our Zoos and through public, media and policy influence.
- **Fundraising:** building relationships that inspire, influence and engage people to protect wildlife and financially support ZSL.
- **Human resources:** including learning, development and volunteers.
- **Finance and business services:** including IT, estates, health and safety.

Implementation plans

The following pages describe our plans around our Zoos, our science and our overseas networks. These are part of a range of plans to implement our strategy and get us fit for the future.



Comprehensive **master planning** for our sites will provide a long term view and contribute to financial robustness.



A new **engagement plan** will transform ZSL into a more outward-facing society with engagement, learning partnerships, policy influence and collaboration at the heart of our approach. As part of this, we will tell amazing stories in our Zoos, inspired by our expertise and science to bring our work to life.



We will inspire the world, through our commitment to **act sustainably** in all we do, through our supply chain, our partnerships and our own consumption and operation.



Through our **ten-year business plan**, we will create a more diversified business model, working with our donors and supporters in the UK and globally to increase the impact we can have. Our **governance and processes** will ensure accountability and transparency.



Our **people and culture** plan will ensure we are fit for the future and will develop our colleagues and volunteers to play their part in a great ZSL team.



OUR ZOOS: INSPIRING VISITORS THROUGH FUN AND WONDER

Our Zoos will be the focus of engagement, providing fun, inspiration and learning, while supporting our science and conservation.

Our expertise in **animal welfare and care** is integral to ZSL, and we will continue to lead, develop and share good practice with zoos and animal organisations around the world, through direct species conservation, contributing to breeding programmes and wider collaboration.



Our new **systematic approach to species planning** will give clarity and confidence about why every animal is here in our Zoos.

Our Zoos will be at the **forefront of zoo innovation**, as ZSL has been for the past 200 years, collaborating with other collections and leading the way in new approaches.





Our Zoos will be shared spaces of wonder where people and wildlife thrive together.

Our Zoos have a positive purpose – they provide a feel-good day out that put real animals at the heart of the experience. We will provide amazing spaces and immersive experiences that will enable people to feel closer and more connected to wildlife and we will share our love of animals in a fun and engaging way.

- At ZSL London Zoo, we will create an experience that is both immersive and international – offering visitors the chance to get as close and connected to animals as possible in the heart of one of the world's most vibrant capital cities.
- At ZSL Whipsnade Zoo, we will create a destination for an adventurous day out–giving visitors authentic ways to get close to wildlife and explore the wonder of the natural world.

New developments in our Zoos centred on our strategic priorities:



Wildlife & People: A new aquatic exhibit in London featuring a panoramic coral reef and seahorses from the UK will showcase the challenges facing life in the sea, including the threats from plastics and climate change.



Wildlife Back from the Brink: a new freshwater exhibit in Whipsnade will showcase authentic habitats such as a spring in Greece and the Amboaboa River in Madagascar. It will showcase our research and conservation with species that are extinct in the wild and are being successfully reintroduced by our teams, as well as facilities for visiting scientists and students.



Wildlife Health: Alongside our Zoos, our new wildlife health campus will bring our science closer to the public.

Welcome to Science in Action



Images for illustrative purposes only

SCIENCE FOR CONSERVATION CAMPUS: INFORMING FUTURE GENERATIONS OF CONSERVATION SCIENTISTS

In partnership with University College London (UCL) and the Royal Veterinary College (RVC), we will develop a science for conservation campus at Regent's Park, London to transform health outcomes for animals, people and the environment. Through this, we will create new knowledge, develop science capacity, accelerate the application of research outputs into use and engage with future conservationists and the public.

The need

Impaired wildlife health is often the root cause of wildlife population decline, resulting in biodiversity losses, for example:

- Amphibian populations worldwide are collapsing due to the spread of the lethal disease chytridiomycosis. The spread has been linked to human travel and the pet trade.
- Wildlife plays a key role in infection transmission pathways and anthropogenic factors often underlie both the emergence of disease threats to biodiversity and the spillover of wildlife pathogens to livestock and people.

Why here?

For well over 30 years, ZSL's Institute of Zoology has provided the evidence base that poor wildlife health and increasing disease are conservation threats. Our work on chytridiomycosis in amphibians is an exemplar of impactful collaborative research at a global scale on a disease that has massive conservation implications.

ZSL brings together vets, zoologists, ecologists and biological scientists. We are uniquely positioned to lead conservation into a new era of healthy wildlife that can persist and evolve in the face of increasing threats and decreasing habitat, while at the same time reducing any risks to domestic animals and people.

The campus

We will create the Science for Conservation Campus in partnership with UCL and the RVC. This will provide a centre of excellence for wildlife health and conservation science that can also act as a hub, drawing in researchers to collaborate across the partnership.

The campus will provide

- A centre of research excellence in One Health with a core focus on wildlife health and conservation science
- Teaching: building on existing postgraduate taught courses and developing new offers on environment, evolution and health, among others.
- Continuing professional development courses for wildlife health practitioners.
- Wider engagement through scientific publications, education to schools and community groups, professional practice and policy engagement.
- Support to conservation programmes, oversight of our library, biobanks and other collections.

CONSERVATION: EMPOWERING COMMUNITIES AND INFLUENCING POLICY

Our conservation work will be based on a landscape approach that includes biodiversity monitoring, protected area management, engaging with local communities, threatened species conservation, conservation finance and helping business have a positive impact on wildlife.

We will focus our conservation effort on the ground in key landscapes and seascapes where there is greatest need and where we can effect positive change, based on our expertise, experience and connections.

As part of this, we will concentrate our overseas activities on a small number of countries in Africa and Asia where we will maintain a long-term presence and bring the full and unique range of ZSL's expertise to bear on addressing a multitude of conservation threats.

This is enacted through our landscape and seascape approach, looking at the needs and threats to biodiversity and applying tools and solutions in a holistic way.

We will continue to work in other places around the world, working in an agile manner in partnership with other like-minded organisations.

ZSL has a great track record in providing international organisations, governments and businesses with evidence-based, independent information and advice to shape policy decisions affecting wildlife conservation. Our new policy programme will build on this trusted status to expand our influence in this arena, adding value to our work on the ground and tipping the policy balance in favour of wildlife.





ZSL long-term presence in key landscapes and seascapes around the world, regions shaded in yellow



PEOPLE, VALUES AND CULTURE: FIT FOR THE FUTURE

Our people are our greatest asset and we will be successful in realising our vision through their ideas, skills and passion. An inspired, informed and empowered community of people work, study and volunteer together at ZSL to create a world where wildlife thrives.

Our people and culture plan will take a values-based approach to creating a working environment and structure for ZSL that aligns our people with our vision, purpose and priorities, making us fit for the future. To support us achieve this we will:

- Foster a global culture of **cross team collaboration** based on common goals.
- Create an **organisational structure** that is aligned to drive our strategic priorities and avoid duplication of effort.
- Commit to be an **employer of choice** to attract, develop and retain top talent.
- **Develop our leaders** and managers to lead and inspire their teams to achieve our priorities.
- Equip our people with the **skills and competencies** to empower everyone to play their part in delivering our strategy.
- Develop a **high-performance culture** that recognises, celebrates and rewards success.
- Deliver an **integrated volunteer programme** that benefits both the individual and ZSL, providing rewarding and enriching experiences for those taking part.
- Promote a **culture** that treats all our people fairly and with dignity and respect.
- Provide a **safe and healthy** working environment that supports wellbeing of our people.

Our values

Our values underpin all we do.

They embody the behaviours we will demonstrate with our visitors, partners and stakeholders, the way we will work with each other and how we will present ourselves to the world.

Our values were chosen by our colleagues and volunteers to reflect what matters most to us and the way we will strive to be:



Athena SWAN award

As part of this commitment we were delighted to be awarded the Athena SWAN Bronze research institute award which recognises our solid foundation for eliminating gender bias and developing an inclusive culture that values diversity.

Stonewall accreditation

We believe that people work better when they can be themselves and we are committed to working towards Stonewall accreditation for offering an inclusive, equal and inspiring environment for LGBT employees and volunteers.

Trailblazing apprenticeships

We also want to encourage young people to work in our Zoos. A trailblazer group of 24 zoos, aquariums and wildlife parks have joined forces to create the UK's first employer led Zoo Keeper and Aquarist Apprenticeship Standard. We are working closely with the Institute for Apprenticeships to develop this exciting new standard which will provide more accessibility to the industry and ensure our teams are trained to the professional standards required for the workforce of the future.

Accredited management programmes

Last year saw the introduction of our Institute of Leadership and Management (ILM) accredited management programmes. So far 80 managers from across the society have taken part. These programmes provide our managers from team leaders through to senior managers with the opportunity to obtain an externally accredited qualification. This coupled with the chance to work with their peers from across the society to share good practice in leadership and management means these programmes are a highly valued and impactful part of ZSL's training and development offer.



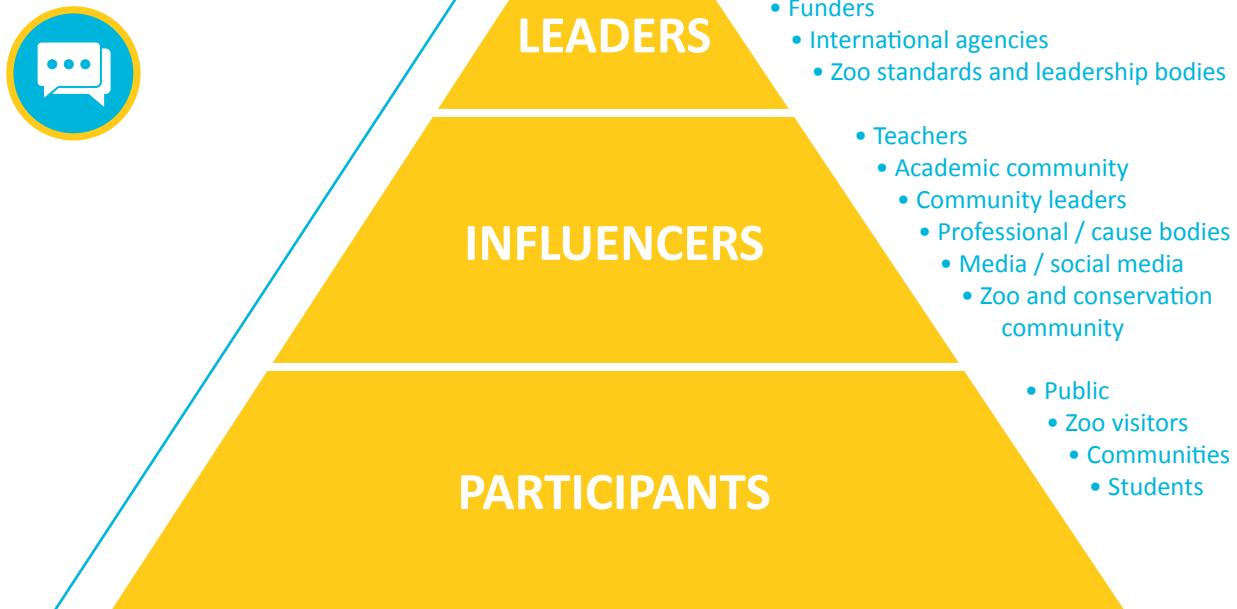
ENGAGING AND PARTNERING WITH OUR CONSERVATION FAMILY

We will achieve impact through our own efforts and through partnerships to leverage wider networks. We will inform leaders to develop policies for effective change, empower influencers to share tools and solutions and inspire participants to join our cause.

We will achieve our vision through:

- Our colleagues and volunteers: building the capacity of our people to play their part in a great ZSL team.
- ZSL Fellows: to create a network of learning, thinking and innovation.
- Governments: to change the ground rules in favour of wildlife.
- Businesses: to inspire breakthroughs that achieve direct and lasting change for wildlife, people and business.
- Like-minded organisations: such as zoos, universities and other conservation organisations, to scale up our impact.
- Local communities: to help them live alongside wildlife.
- Wildlife supporters: including our two million Zoo visitors, donors, media and all those passionate about helping wildlife to thrive.

Our engagement plan will transform us into a more outward-facing ZSL, with partnerships and collaboration at the heart of our approach.

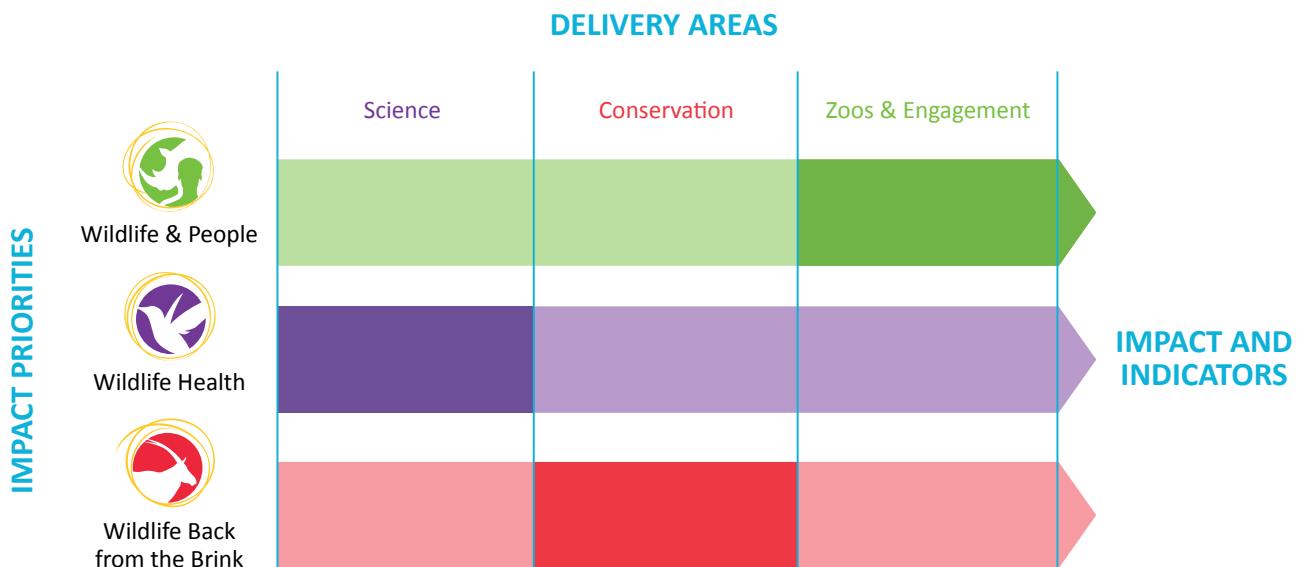


HOW WE'LL KNOW WE'VE GOT THERE?

Impact and measurement will be aligned to our priority areas, with delivery across ZSL supporting our ambition in these areas.

As part of our implementation planning we will develop:

- **Delivery plans** to achieve impact across our three priority areas
- **Targets** for delivery to 2030, in line with the UN Sustainable Development Goals
- A measurement and reporting **framework** to co-ordinate and report our impact on wildlife



Our **People, Planet, Profit** framework will help our Trustees, funders, partners and public to understand the way we are using resources to deliver and achieve impact:

- **People:** our colleagues, volunteers, ZSL Fellows, supporters and all those we engage with.
- **Planet:** the contribution our work makes to conservation and the planet in our three priority areas, as well as the sustainability of our own operation in the UK and overseas.
- **Profit** (as a charity, measured by our net surplus): our financial performance and ability of our work to be sustained over the long term.

Our new measurement approach will underpin strategy delivery, and will be:

- **Proportionate:** measuring what matters.
- **Comparable** across different types of activity, so we can take a whole ZSL view and measure the aggregated impact of our science, conservation, Zoos and engagement.
- **Relevant** to the people who need it (our partners, Trustees, visitors and supporters).

To find out more about the strategy, please contact
strategy@zsl.org

Printed with vegetable oil based inks on Cocoon 100% recycled paper (FSC® Recycled certified and Process Chlorine Free), power from 100% renewable resources and waterless printing technology.

By using Cocoon 100% recycled paper, rather than a non-recycled paper, the environmental impact was reduced by:

- | | |
|---|---|
|  91kg of landfill |  2,660 litres of water |
|  13kg CO ₂ and greenhouse gases |  148kwh of energy |
|  135km travel in the average European car |  148kg of wood |

Sources: Carbon Footprint data evaluated by Labelia Conseil, Virgin fibres from non-integrated mill latest European BREF data.



We're ZSL, an international conservation charity working to create a world where wildlife thrives.
Join us at zsl.org

ZSL is a charity registered in England and Wales no: 208728

 @officialzsl
 @officialzsl
 officialzsl