





RESTORING NATURE:
A BLUEPRINT FOR
WILDLIFE RECOVERY

Strategy 2024-30 *Full Report*



ZSL's work has never been more necessary or urgent.

Our research tells us that over the last 50 years animal populations have shrunk by an average of 73%. Where a forest, coral reef or waterway might once have been home to a population of 10 tigers, reef sharks or salamanders there are, on average, just two or three there today.

If the world continues on this trajectory it will lead to population collapse, with too few animals to breed and sustain their populations. But it will also result in wider ecological failure. Wildlife is crucial to the natural processes that govern our planet, such as plant pollination, carbon capture and soil health. Humanity depends on nature.

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In setting out ZSL's *Blueprint for Recovery*, we have committed ourselves to help prevent further decline, and undo the damage humanity has caused. Our new strategy sets out how we will help restore nature. Together, with our partners in government, business and conservation, with our millions of supporters and our teams of conservationists, and alongside communities living in wildlife hotspots, we will build a world where wildlife thrives.

Our science, delivered through our world-leading Institute of Zoology, is vital to our strategy and impact – ensuring that our conservation is evidence-based.

Our blueprint focuses on four areas where we will have the most impact. Each area is one in which we have proven success:

Protecting species: We are a world-leader in the care and protection of rare species. Species experts from our Zoos, our Institute of Zoology and field programmes will restore species in the wild and rescue of those on the edge of extinction.

Restoring habitats: We will work to safeguard 10 key habitats in partnership with the custodians of these landscapes – from indigenous people and local communities to national governments.

Training conservationists: We are equipping new generations and communities with the knowledge to safeguard wildlife's future. We will train a movement of school students, scientists, veterinarians and wildlife rangers, reaching three million young people and 5,000 professionals.

Creating change: We will influence 20 key policies, nationally and internationally, by marshalling the support of our Zoo visitors, the businesses we engage with and the policymakers we work alongside to develop pro-nature policies.

This document sets out our direction of travel. Please join us.

Matthew Gould MBE CEO

OUR VISION:

A WORLD WHERE WILDLIFE THRIVES

We're ZSL, a science-driven conservation charity working to restore wildlife in the UK and around the world. We work to help wildlife and people thrive together. Guided by a scientific approach and passion for nature, we lead conservation, shape agendas and influence change to protect and restore nature.



WE BELIEVE:

Nature can recover.

Conservation works best when it's powered by science.

People and wildlife can thrive together.

OUR PURPOSE:

We inspire, inform, and empower people to to protect and restore wildlife.

HOW WE WORK:

We look for answers through science, we work with people to find solutions.

IMPACT AND STRATEGIC GOALS

We focus our work where we can have powerful impact, through commitments that drive forward our vision for a world where wildlife thrives. Our approach will be evidence-led, formed from our world-leading scientific research.



PROTECTING SPECIES

From research to fieldwork, and in our Zoos, we identify and conserve the species at risk of extinction – and get them on the road to recovery.

We find out why species are at risk, and what we can do about it. We deepen our understanding of the natural world through science and use what we learn to bring species back from the brink and restore them into healthy habitats.





RESTORING HABITATS

By collaborating with communities around the world we protect and restore healthy ecosystems so people and wildlife can thrive together.

We work with people to improve co-existence with wildlife, safeguarding nature and creating a healthier, sustainable future for both wildlife and people.





TRAINING CONSERVATIONISTS

We share skills and knowledge to build a movement of conservationists equipped with the expertise, tools and networks to protect and restore wildlife.

As conservation challenges increase, we are building the next generation of conservationists to drive nature recovery. From pre-schoolers to professionals, we train, mentor and upskill to create experts who can do the very best for wildlife.



CREATING CHANGE

We create positive change for wildlife and people by inspiring and empowering everyone, from children to politicians, to notice, care and act for nature.

We want nature at the heart of every decision. From individual choice to investments, supply chains and international treaties, we want to drive change that moves our global economic framework to properly value nature.



IN EACH IMPACT AREA WE'RE WORKING TOWARDS A CLEAR GOAL FOR 2030



To support and protect at least 200 threatened species and move 60 of those at greatest risk of extinction towards global recovery.



To support communities in 10 priority regions to catalyse ecosystem recovery and help people live better with wildlife.



To increase global conservation capability by supporting more than 3 million young people and 5,000 career professionals in their development.



To strengthen the safeguards for nature by inspiring 20 million people to advocate for wildlife and influencing more than 20 key policies to be nature positive.



A HOLISTIC APPROACH TO CONSERVATION

Our four impact areas work together to build a world where wildlife can thrive.





PROTECTING SPECIES

We work around the world - from remote areas to urban landscapes - to protect and regenerate threatened wildlife. In our Zoos we care for rare species and safeguard vital breeding populations.

RESTORING HABITATS

We work in partnership with local communities and governments to ensure a future for rare species by protecting and restoring their homes, and improving coexistence between wildlife and humans.

OF CING SPECIES The species threatened species







Strengthen safeguards for nature

Increase conservation to little TRAINING CONSERVATIONS



CREATING CHANGE

We scale up our impact by inspiring governments, businesses and people to make changes in favour of wildlife, helping to protect more species and restore nature around the world.

TRAINING **CONSERVATIONISTS**

From pre-school to professors, we train the next generation of wildlife advocates and conservationists, to continue the fight for wildlife and protection of the natural world.

WORKING TOGETHER

We recognise that collaboration is key to success in conservation. We work alongside hundreds of inter-governmental bodies, national governments, local communities and conservation organisations to ensure our work can benefit the most people and wildlife. Our work directly feeds into the Global Biodiversity Framework and supports 10 of the 17 UN Sustainable Development Goals (Pictured below).







THE CHALLENGE

Wildlife is facing unprecedented threats. Climate change and human activity have pushed our precious planet to its limit, causing massive habitat and species loss. Wildlife populations have crashed in the last 50 years, and many thousands of species are threatened with extinction. The future of the planet's rich biodiversity hangs in the balance like never before.

OUR 2030 GOAL

To support and protect at least 200 threatened species and move 60 of those at greatest risk of extinction towards global recovery.

OUR APPROACH

We bring unrivalled zoological, scientific and field expertise to reversing the fate of animals teetering on the brink of extinction.

By maintaining healthy and thriving populations in our two conservation Zoos – London and Whipsnade – we will guard against extinction and ensure that threatened species are ready for conservation intervention. Our zookeeping and veterinary teams will also share their expertise in animal care and conservation with the wider conservation community.

At our Institute of Zoology, our scientists will work to unpick the challenges facing wildlife – from how to stop the spread of amphibian disease, or identifying the risks facing our marine life, to the development continent-wide action plans to halt the decline of cheetahs. And, through global monitoring tools like the Living Planet Index, we will alert the world to new and existing threats to wildlife.

Our field programmes around the world will apply our research, and the knowledge in animal care generated in our Zoos, in biodiversity hotspots like Cameroon and the Philippines. Translating our science into action will take many forms – from changing policy to improve protection of the European eel, restoring UK threatened species like the European sturgeon, developing new technologies to fight the illegal trade of pangolins, or working with communities in Thailand to reduce conflict with Asian elephants.

As well as supporting the recovery of prominent species, including tigers and elephants, much of our conservation attention will focus on underrepresented species. This includes those that are evolutionarily distinct and globally endangered (through our EDGE programme), and those species that are Extinct in the Wild and survive only in human care. Having already worked with partners to achieve the official downlisting of the scimitar-horned oryx from Extinct in the Wild to Endangered, we have bold ambitions to secure the downlisting of further species through collaborative breeding and reintroduction projects.

We recognise that species recovery may require several decades to achieve, but we have set 2030 as our key reporting point because it aligns with the timeline set for international conservation commitments, such as the Global Biodiversity Framework and Sustainable Development Goals. It won't be an end point for the recovery of many identified species, but it will mean we're part of sufficient and sustained targeted conservation action that we believe will see an improvement in conservation status by 2030.

By taking a leadership role in strategic species planning and decision-making for species recovery we'll ensure our knowledge and experience helps to achieve transformative outcomes for wildlife.



MILESTONES

Keeping ourselves on track for our goal is important. Our milestones recognise our ambition to make broad change for a large number of species and secure focused improvements for a target group of species.

BY 2026:

Support the conservation of more than 200 species through managed breeding programmes, scientific research and the advancement of animal care.

Our commitment to supporting at least 200 threatened species comes in different guises, whether it is laying the groundwork for success, maintaining ex-situ species populations ready for conservation interventions or chairing or hosting IUCN Species Survival Commission Specialist Groups. We measure our impact by how successfully we can leverage our expertise and contribute to global species recovery efforts; including through the publication of research, the development of conservation tools and through the reduction of threats to species.

BY 2026:

Support the recovery of 60 globally threatened or Extinct in the Wild species through science-driven conservation activities.

We aim to recover populations of highly threatened species where ZSL has the capacity to actively support decision-making and direct conservation action. These species are either nationally or globally threatened, and some are Extinct in the Wild; meaning they are so threatened that their survival is entirely reliant on specialist care. By focusing on population level recovery we are establishing important stepping stones to whole species recovery.

BY 2026:

Work towards restoring populations of 10 nationally threatened UK species, supported by advanced breeding techniques and pre- and post-release expertise.

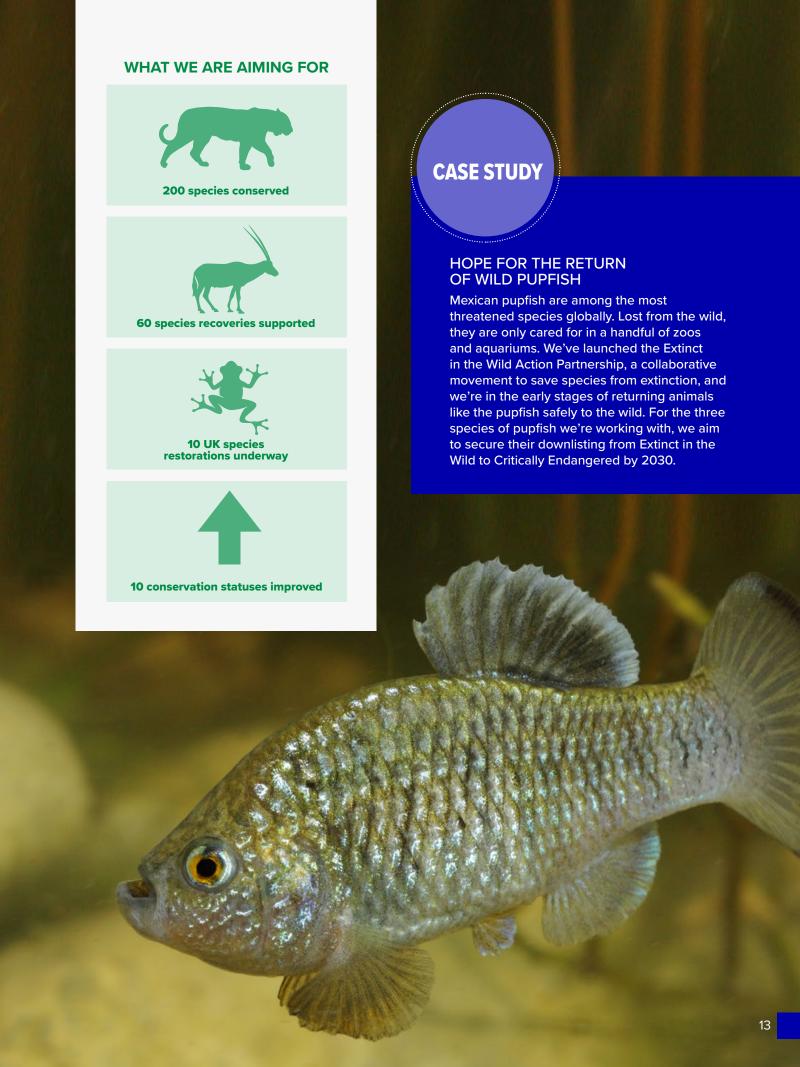
We aim to support the wider recovery of UK species through direct efforts to support population recovery for at least 10 species, the establishment of a centre for UK species recovery and support to a national network of partners. We can provide end-to-end expertise, from initial planning and decision-making, through to active recovery programmes, health screening and post-release monitoring.

BY 2030:

Achieve measurable improvements in the global conservation status of at least 10 of our 60 target species.

This represents our highest ambition: to put a species on a path to global recovery. These species have established baselines and targets for recovery against which we can measure progress. Interventions do not have to be range-wide but must achieve global level impacts for the species, so they tend to be at scale. ZSL's contributions must be meaningful, substantive and sustained through to 2030. It requires a demonstrable improvement in the conservation status of a globally threatened or Extinct in the Wild species over time, measured as any of the following: a sustained increase in global population size; measurable steps towards viability and ecological functionality, as measured using the IUCN Green Status of Species; a reduction in extinction risk, as measured using the Red List or quantitative models.





HOW WE DECIDE WHICH SPECIES TO WORK ON

SUPPORT PROGRAMMES

Developing best practice and capacity to support conservation

Globally or nationally threatened (UK)

ZSL involvement includes one or more of the following: threat or status assessments; research into or identification of threats, identification of conservation actions; or thematic threat reduction activities

OR-

Activities that contribute to management of ex situ populations, identification of release site, release of animals into the wild

RECOVERY PROGRAMMES

Bringing species back from the brink of extinction

Meet Back from the Brink (BftB) criteria for at least category Scale up (S), and where we aim to achieve either population recovery or global recovery in the next reporting period (eg 2030 or five years)

OR

Species that are nationally threatened in the UK and meet BftB criteria for at least S and where we aim to achieve population recovery in the next reporting period

FLAGSHIP PROGRAMMES

Integrated species work that communicates conservation

Globally or nationally threatened (UK)

ZSL commits to long-term investment (10+ years), work is institutionally backed

Work involves multiple parts of organisation (2+)

Typically support multiple wild populations, with the aim of population recovery for at least one in the next reporting period (eq 2030)

Species are charismatic or engaging









THE CHALLENGE

The destruction of natural habitats is the biggest driver of biodiversity loss. As forests are felled, seabeds dredged, rivers polluted and wetlands drained to support the growing human consumption, the plants and animals these wild spaces once sustained simply can't survive. Fragmented, polluted, degraded habitats are now the only option for the dwindling populations of many species. Nature depleted landscapes directly affect people, particularly in rural and low-income areas, making communities more vulnerable to natural disasters, reducing food security and creating the conditions for disease spillover.

OUR 2030 GOAL

To support communities in 10 priority regions to catalyse ecosystem recovery and help people live better with wildlife.

At the heart of our approach are co-management models, which blend local knowledge with conservation science to ensure lasting impact. Communities play a key role in decision-making, integrating indigenous practices into restoration projects and aligning conservation goals with their needs and aspirations.

We recognise that win-win scenarios for people and wildlife rarely exist. We will navigate a dynamically changing balance of impacts for both people and wildlife to drive the best possible outcome for both.

We aim to improve coexistence with wildlife through the development of practical actions to reduce direct conflict, while also supporting capacity development and longer-term strategic planning. We aim to inspire future generations by partnering with schools and youth movements to foster environmental leadership.

Ultimately, sustainable living is at the core of our mission – creating a future where both people and wildlife can thrive together.

OUR APPROACH

The pressures on our planet – habitat loss, over-exploitation, climate change and pollution – are intensifying. At ZSL, we're responding by collaborating with local communities and partners worldwide to protect vital spaces for wildlife and restore degraded ecosystems. From replanting mangrove forests to rebuilding oyster beds, we're focused on reviving the ecosystems that sustain life.

Our goal is ambitious: to drive a step change in habitat restoration. We aim to protect and restore more than 50,000 hectares of key wildlife habitats across 10 priority conservation regions, while recovering 10 threatened ecosystem types that are on the verge of collapse.

Our approach is built on the foundation that successful conservation is driven by engagement with people. Communities are essential to the future of ecosystems and the long-term recovery of the species within them. That's why we prioritise local leadership and ensure that conservation efforts are both fair and equitable for the people who live in these areas. By providing education, skills training, and supporting community conservancies, we empower local communities to manage and restore their own ecosystems.



MILESTONES

We take a socially just approach to conservation, supporting local communities and leadership. Our aim is to increase the effectiveness of protected and conserved areas, support families living with wildlife, and conserve or recover priority ecosystems and the processes that underpin them.

BY 2026:

Prioritise in-country conservation leadership, drive equitable standards across our global programmes and enable capacity sharing between at least 10 partner organisations.

We believe that the future of conservation must be led locally. Therefore, in all our field programmes, we aim to support the development of local capacity and leadership. Through the delivery of our FAIRER Conservation Framework (see p20), we will shift towards community-led programmes working hand-in-hand with communities to design and implement long-term plans. Together, we will design responses that meet local community needs as well as protecting wildlife.

BY 2026:

Support 10,000 households in priority conservation regions to contribute to wildlife and ecosystem recovery in a way that reduces pressure on natural resources and improves wellbeing.

Helping people to live better with wildlife is the only way that nature can recover. The golden thread running through our work with people will be our commitment to a rights-based approach to conservation. Building on our existing work with local communities, we aim to scale up our interventions that provide direct support to reduce conflict with wildlife, increase and diversify local livelihoods and support the people to address the impacts of climate change on their lives. We will monitor our impacts through a series of wellbeing measures and maintain a strong working relationship with communities throughout.

BY 2030:

Guide effective protection and restoration of key wildlife habitats totalling more than 50,000 hectares across 10 priority conservation regions.

Supporting the global target to protect 30% of land and water by 2030 requires a focus not only on increasing areas under some form of protection, but also on the quality and effectiveness of that protection. Across our 10 priority regions, we will work with local stakeholders to identify the different approaches to protection and their effectiveness. We will support management authorities and community leaders to reduce pressures. We will also identify specific habitats for restoration, whether that is through active measures like replanting or reduction in threats.

BY 2030:

Support efforts to restore and recover 10 priority ecosystem types at risk of collapse.

We aim to better understand the status and condition of the key ecosystems within our priority landscapes. The wellbeing of people and wildlife is contingent upon the services provided by ecosystems. In particular, we aim to improve resilience to the challenges of climate change. As the components of these systems decline, so ecosystems risk tipping into different states, with potentially catastrophic consequences. We will take specific steps to improve species and habitat quality and directly support improved ecosystem resilience.







FAIRER CONSERVATION FRAMEWORK

Addressing the historical and ongoing challenges within the conservation sector

FAIRER VALUES

F - Fair

A - Accountable

- Inclusive

R - Respectful

F - Ethical

R - Reflective

FAIRER VALUES IN PRACTICE



Safeguarding people and places

Environmental and social safeguards (ESS)

How we operationalise social and environmental safeguarding



Building reflexive thinking and values

FAIRER learning plan

How we instil the values and learning needed to implement ESS through a decolonial lens



Institutional commitments

FAIRER policies

Key areas that we commit to as an organisation









THE CHALLENGE

As the global environmental crisis deepens, it's more important than ever to build understanding and appreciation of the natural world. For as long as conservation efforts are being outpaced by the scale of climate change and biodiversity loss, there is work to be done. The pipeline of emerging conservationists must grow to meet the magnitude of the threat we face, but we must also bring new thinking into the sector. A steady flow of people into conservation from diverse backgrounds is essential to expand the scope of ideas and strategies needed.

OUR 2030 GOAL

To increase global conservation capability by supporting more than three million young people and 5,000 career professionals in their development.

OUR APPROACH

Empowering individuals and communities to take meaningful action is critical to protecting our planet's future. Effective conservation education is key to inspiring people – across all age groups and walks of life – to connect with nature, develop the skills they need and take concrete steps toward preserving wildlife and nature.

We take a lifelong learning approach, nurturing empathy for nature in early childhood and empowering individuals to take action for nature as they grow. By recognising the different stages of learning – from preschoolers discovering a love for nature to professionals leading conservation efforts – we tailor educational experiences that are age-appropriate, engaging and impactful.

At the pre-school level, we focus on helping children form an emotional connection to the natural world. Activities like storytelling, nature walks and caring for plants or animals build empathy and a sense of responsibility toward living things, laying the foundation for future conservation values.

As children grow, empathy is complemented by structured knowledge about ecosystems, biodiversity and the interdependence of species. We advocate for primary and secondary school curriculums that go beyond nature experiences to deepen students' understanding of the environment. Through hands-on activities – such as habitat restoration, school gardens and wildlife observation – we help students actively engage with conservation issues.

At higher education level, our Institute of Zoology and our two Zoos provide the environment and expert tuition for students to advance specialised knowledge in various fields of conservation science through Masters, PhD and postdoctoral training. Veterinary hospitals at London and Whipsnade Zoo, as well as caring for our animals, are hubs for furthering veterinary knowledge and teaching aspiring wildlife vets. And, for professionals already working in the world's biodiversity hotspots, our experts in veterinary care, animal monitoring and illegal wildlife trade mitigation share expertise with local vets, law enforcement and wildlife rangers through workshops and field courses.

Central to our approach is our prestigious EDGE Fellowship programme, which creates a community of experts whose collective knowledge contributes not only to today's conservation challenges but also to mentoring and inspiring the next generation. With a robust alumni network and a Fellowship that attracts top global conservation scientists, we're building capacity to effect positive change worldwide.

We recognise that proximity to nature doesn't always mean access to it. Many people in rural and urban communities around the world remain disconnected from the natural world. Socio-economic and cultural barriers create significant challenges in making conservation education accessible. In some regions, this requires integrating traditional knowledge with conservation principles. In low-income areas, where immediate survival needs often take precedence, we aim to connect conservation education with improved livelihoods, food security and basic literacy – working with local educators to deliver effective futures that benefit people and wildlife.

MILESTONES

We'll take a scorecard approach for headline areas that move us in the right direction – the number of students on courses, the number of disciplines with nature decision-making embedded, the increase in the talent pipeline and the diversity of talent. We'll also engage a theory of change approach for each programme based on in-depth indicators, allowing for more detailed analysis of our impact.

BY 2026:

Deliver conservation education to more than 500,000 schoolchildren each year through our conservation Zoos, inspiring them to act for wildlife.

All children should have equal opportunity to experience and learn about nature and how to protect it. This is key to equipping children with the foundational empathy required to understand the value of nature and to inspire them as environmental leaders and guardians. We will remove barriers to accessing our Zoos, expand our education access scheme to make it available to more schools and integrate education more explicitly throughout our field programmes. Where formal education is inaccessible or less effective, we will connect and work with local leaders to bring communitybased conservation education to rural populations. We'll also improve access by expanding our digital library of educational tools and videos, and we will link our educational programmes to our citizen science efforts to create a blend of education and real-world impact.

BY 2026:

Expand our post-graduate course programme to teach more than 150 Master's students and 85 PhD students each year.

For those pursuing careers in conservation, higher education can play a critical role in advancing specialised knowledge and professional skills – empowering people to take meaningful action. We aim to expand our involvement in higher education and post-graduate courses, enabling more than 150 Master's and 85 PhD students a year to be developing conservation skills. A green economy needs people looking for innovative solutions through a nature-based lens, and our aim is to put nature into the heart of education. By doing so, every career professional will understand the role they play in creating a world where wildlife thrives.

BY 2028:

Train more than 200 working professionals each year through an extensive programme of continuing professional development courses.

For those already established in their careers, continuing

education and professional development play key roles in maintaining and updating conservation expertise. Professional learning workshops, certifications and advanced degrees help professionals stay current with evolving practices and emerging technologies. We'll train through an extensive programme of continuing professional development courses, including accredited teacher training and sustainable business executive education. One of our specialities is delivering training for wildlife rangers and veterinarians; we have already trained hundreds of rangers and veterinary staff through our field courses and the veterinary hospitals at our two conservation Zoos.

BY 2030:

Work in partnership with universities to enable the delivery of nature-focused education in at least five new disciplines, from business to art.

Nature and biodiversity are integral to all of areas of society, from healthcare to housing. We want to put nature at the heart of all decision making across a variety of professions by embedding biodiversity knowledge and understanding into university teaching. We will be working with several universities to integrate nature into the syllabuses of university courses for a broad range of professions, including architecture, fashion and business. By building an understanding of the impact each sector has on nature, and how to approach the discipline with nature in mind, we will support multidisciplinary innovation and build a cohort of nature-informed graduates.

BY 2030:

Support 1,000 young people from underrepresented backgrounds to gain employment in conservation through mapped career pathways.

Opportunity to gain skills, knowledge and experience in conservation action hinges on creating equitable access to the conservation sector, and it is imperative we increase the range of people choosing a career in our sector. Diversifying the talent pipeline will strengthen ZSL and our field by bringing in a wider range of perspectives, skills and experiences, which can enhance creativity, innovation, decision-making and overall performance. Our EDGE Fellowship programme supports early career conservationists from lower and middle-income biodiverse countries to advance their careers and spearhead effective conservation efforts for species that are evolutionarily distinct and globally endangered.

WHAT WE ARE AIMING FOR



500,000 school children taught



150 Master's students taught



85 PhD students taught



2,000 working professionals trained



5 disciplines with nature-focused education developed



1,000 young people from underrepresented backgrounds supported

CASE STUDY

IMPROVING ACCESS TO OUR ZOOS

Removing barriers to accessing wildlife is the first step to ensuring we can reach as many people as possible, and take the first step to building awareness and empathy around the natural world.

Visitors who receive Universal Credit can buy discounted tickets for both of our Zoos, while our Community Access Scheme (CAS) – which works with more than 700 partner organisations to offer heavily subsidised tickets to people in need – helps many thousands of visitors attend our Zoos who might otherwise never have come. We also work with partners to help their beneficiaries make use of our community spaces – including a community garden at each Zoo.





The EDGE programme
(Evolutionarily Distinct and Globally
Endangered) was launched in 2007
to identify the species most in need
of conservation attention. Through
our EDGE Fellowship programme,
we train and mentor early-career
conservationists working to
conserve individual EDGE species.
We currently support 140 Fellows
and alumni through the network.
edgeofexistence.org

PRE-SCHOOL TO PROFESSIONAL PLAN

Empathy to Action

EARLY YEARS	PRIMARY SCHOOL	SECONDARY SCHOOL	FURTHER/HIGHER EDUCATION	PROFESSIONAL LEARNING	NETWORK
Zoo programme	Eco champions	Careers programme	Skills development courses	Zoo husbandry modules	Mentoring
Education access scheme	Country curriculums	Work experience programme	Youth-led conservation projects	Teacher training	Events
ZooTown	Education access scheme	Youth led conservation projects	Work placements	Science communication	Professional conferences
	Zoo programme	Zoo programme	Careers conference	Veterinary training	Round tables
		Country curriculums	BSc module	Sustainable business	
			MSc	Executive education	
			PhD		
			EDGE Fellowship		

EMPATHY BUILDING KNOWLEDGE AND SKILLS CAPACITY ACTION



We create positive change for wildlife and people by inspiring and empowering everyone, from children to politicians, to notice, care and act for nature.

We want nature at the heart of every decision. From individual choice to investments, supply chains and international treaties, we want to drive change that moves our global economic framework to properly value nature.





THE CHALLENGE

People are more disconnected from nature than ever. Urbanisation, technology and modern life have all played a role in weakening the respect and appreciation we once had for the natural world. Nature is treated as a limitless commodity rather than the sustainer of all life on Earth, and wildlife falls victim to this negligence. Addressing these environmental challenges requires coordinated action across multiple sectors. No single solution will work but a combination of strong policies, private sector engagement and public participation can make a significant difference.

OUR 2030 GOAL

To strengthen the safeguards for nature by inspiring 20 million people to advocate for wildlife and influencing more than 20 key policies to be nature positive.

OUR APPROACH

Creating a better relationship between people and nature needs a comprehensive approach that reaches all levels of society – from children to policymakers. By raising awareness, promoting stewardship and influencing policy, we can generate the widespread support needed to safeguard biodiversity and nature.

We know that individual decisions can collectively have a big impact on wildlife conservation. Our public messaging is designed to encourage behaviours that directly or indirectly benefit wildlife – whether it's reducing single-use plastics, choosing sustainable products or reducing waste. We want to inspire 20 million people by 2030 to advocate for wildlife and take meaningful action.

Our Zoos play a critical role in these efforts, providing a platform to inspire, educate and engage people of all ages through close encounters with wildlife and interactive, informative content. By turning passive visitors into active advocates for wildlife, we create long-lasting connections with nature. Our outreach programmes, citizen science opportunities and media campaigns help to bridge knowledge gaps and allow people to deepen their understanding and connection to wildlife.

Tailoring our outreach to address local issues – such as linking conservation to livelihoods, health and wellbeing – helps improve engagement and participation with under-represented communities. Our community partnerships, both in the UK and around the world, allow us to engage different groups in ways that are inclusive and meaningful.

The private sector plays a critical role in driving environmental change. We work proactively with companies in supply chains, as well as the finance sector to adopt sustainable practices that prioritise biodiversity, reduce environmental footprints and support conservation projects. Transforming supply chains and eliminating practices that harm nature helps to build a wildlife-friendly economy. Through partnerships, we promote policies around sustainable resources - such as palm oil, rubber and wood – while developing innovative financial mechanisms to invest in biodiversity restoration. Alongside our efforts to engage the public and corporate sector, we advocate for stronger government measures to protect biodiversity both in the UK and globally. We focus on the protection of critical habitats for threatened species, promote nature-based solutions to climate change, and push for stronger regulations in areas like agriculture, fisheries and marine conservation. We are also working to combat illegal wildlife trade and advocate for increased funding and collaboration in international conservation efforts.

ZSL is recognised as a leading voice in global conservation debates, advocating for the UK's leadership in biodiversity and climate commitments on the world stage. By integrating advocacy, public engagement and strategic partnerships, we can mobilise public opinion and encourage policymakers to implement stronger environmental protections, support international treaties and allocate funding for conservation programmes that have a large-scale impact.

MILESTONES

We'll assess our impact by measuring how well we are able reach and influence the decisions of the general public, the private sector and governments.

BY 2030:

Create 'wow moments' with wildlife for 2.8 million people each year through immersive Zoo experiences, guided by our masterplan.

We'll keep enhancing the experiences at our Zoos, making sure that every talk, tour and encounter deeply connects people with our animals and inspires a passion for conservation. By creating these emotional connections, we hope to motivate visitors to care more about protecting wildlife. Beyond the Zoo, we'll encourage supporters to get involved in citizen science projects, extending their engagement and impact. At the same time, we'll continue working closely with local partners, expanding our community efforts to reach new audiences and inspire even more people to join us in protecting nature.

BY 2026:

Extend our reach beyond the boundaries of our two conservation Zoos to an additional one million people each year, enabling them to engage with nature and advocate for wildlife.

To achieve this, we'll harness the power of digital technology to bring people closer to our conservation efforts. Through social media, apps and online communities, we can share our message, create interactive experiences and invite real-time participation in our campaigns. By sharing the incredible stories behind our work, we'll inspire hearts and minds, using the art of storytelling to make conservation engaging, relatable and truly impactful.



BY 2030:

Influence more than £100 million of finance for nature and work with 500 companies to increase transparency on environmental impact and implement nature-positive commitments.

We will drive sustainability across key business areas by influencing nature-related policies and regulations, embedding biodiversity into professional development, promoting sustainable business practices, directing responsible financial flows and catalysing investment in nature-based solutions. We'll identify, test and deploy new approaches to integrating sustainability into business practices and mechanisms for financing conservation with private sector partners.

BY 2030:

Work with policymakers, businesses, innovators and communities to influence and strengthen 20 domestic and inter-governmental policy processes that impact nature.

In the UK, we collaborate with Parliament, national government departments and local authorities on conservation, biodiversity, animal welfare, urban biodiversity recovery and environmental education initiatives. Internationally, we support national policy development in countries where we run field programmes, and we work to influence policy set at global forums like the Convention on Biological Diversity (CBD) and the Convention on International Trade in Endangered Species (CITES). By working with other NGOs, academic institutions and corporate partners, we create a united front for global conservation priorities.

BY 2030:

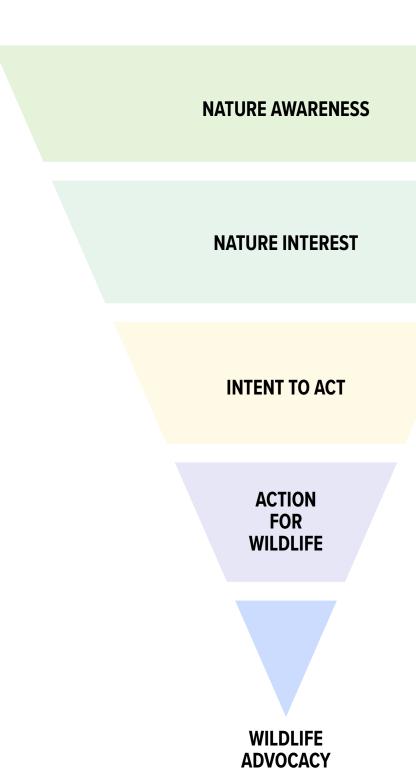
Provide technical and scientific advice to more than 10 organisations to empower them to integrate nature recovery into their business and investment models.

We have a strong history of providing technical and scientific advice to a range of partners and we will formalise this approach to deliver the greatest impact. We'll be advising business and industry on issues like responsible sourcing and investment, biodiversity monitoring, tackling the illegal wildlife trade and developing nature-based solutions.



CREATING WILDLIFE ADVOCATES

Not every audience will come every step of the way with us, but using insight we can focus our efforts on building nature awareness for everyone, and then target the right audiences to move along a defined pathway to nature advocacy.





PLASTIC POLLUTION: A COMBINED APPROACH

We are contributing our expertise to the development of the UN Global Plastic Treaty. Our scientists are examining major sources of plastic pollution in the Indian Ocean, and its effects on marine life.

Jessica Savage (pictured) is a PhD researcher with ZSL's Institute of Zoology, investigating the impacts of plastic on filter-feeding megafauna, like the reef manta ray.

"My research aims to assess the global exposure of reef manta rays to plastic pollution, by overlapping their range with plastic distribution maps, and assessing this risk specifically in the central Indian Ocean.

"Unlike some complex global challenges, plastic pollution really is in our gift to solve – and I hope that showing the risks to such a charismatic species will move the needle in the right direction."

We are calling for the UN Treaty to recognise extended producer responsibility – shifting the onus of pollution prevention from small island nations to multinational producers.







STRENGTHENING ZSL

THE CHALLENGE

We live in an increasingly unpredictable world. Along with the challenges for nature and wildlife that are the focus of our work, there are shifting societal and economic pressures that affect our organisation. By increasing our effectiveness, we can adapt to these pressures and ensure long-term sustainability, enabling us to maintain our impact and meet our goals in a changing world.

OUR 2030 GOAL

To grow, innovate and invest in our people, processes and estates so we are resilient and ready to seize opportunities to further our goals.

OUR APPROACH

We're focused on fostering resilience, growth and longterm impact through strategic investments in people, processes, sustainability and income diversification. Recognising the unpredictability of the world at large, we prioritise adaptability and innovation across all areas of our organisation. At the heart of our focus is our commitment to creating an inclusive, diverse and high-performing culture that values wellbeing and leadership development. By investing in the growth and recognition of our colleagues and volunteers, we will build a workforce equipped to meet future challenges while continuing to drive forward our vision. Effective management and leadership are essential to sustaining performance and driving impact.

Operational excellence is central to being an effective, agile and high-performing organisation. We strive to enhance animal care, visitor experience and sustainability through continuous improvement. And, by incorporating green innovation, we reduce our environmental footprint while ensuring our facilities provide a world-class visitor experience. Safety and security of our global operations remain paramount in an increasingly volatile global context.

To secure our financial health, we will grow support and income through diversified revenue streams, including philanthropy, corporate partnerships and commercial opportunities. By engaging more supporters and leveraging significant milestones like our 200th anniversary in 2026, we aim to expand our network of advocates and donors to ensure sustained backing for our work.

We are also transforming our Zoos and leveraging technology and data to drive better decision-making, improve conservation outcomes and enhance visitor experiences. Sustainability is embedded in all our plans, with a goal of achieving net-zero carbon emissions by 2035. Through these efforts, we ensure that we are not only meeting current challenges but are also well-positioned to adapt to future demands while continuing to make a positive impact for wildlife conservation.



HOW WE'LL DO IT

Refine our business model and increase our surplus for investment in our impact and operations.

By aligning operations with strategic priorities, enhancing agility and optimising resource use, we will be better positioned to deliver greater impact for wildlife and people. Through a phased approach that balances structural change, technological investment and cultural transformation, we will build a more resilient, efficient and impactful organisation.

Reach wider audiences and cement strong, credible brand reputations by driving growth and loyalty, leveraging our bicentenary in 2026 to generate wider support.

We are focused on expanding our reach to broader audiences and enhancing our brand reputation through strategic growth and loyalty initiatives, leveraging the connections we create through our Memberships, Patronage and Fellowship programmes. Our 200th anniversary provides a unique opportunity to showcase our legacy and vision, engaging supporters, partners and the public. By delivering memorable experiences, compelling narratives and sustained marketing efforts, we aim to cultivate long-term support that drives both financial contributions and advocacy for our conservation mission.

Increase fundraising income and optimise commercial opportunities in our Zoos to increase annual income for sustained investment in our conservation Zoos and our science and conservation activities.

Through diversified revenue streams, including philanthropic efforts, corporate partnerships, expanded commercial ventures and enhanced visitor experiences, we will generate the necessary surplus to reinvest in our conservation Zoos and broader scientific and conservation initiatives. Our Zoos must be as engaging as possible, delivering inspirational experiences to our visitors alongside the growth of exciting, long-term commercial income projects.

Transform our estates at London and Whipsnade to create progressive, engaging experiences for our supporters and innovative, enriching environments for our colleagues and animals.

We are transforming our London and Whipsnade Zoo estates to create innovative, enriching environments for our colleagues and animals, deliver more engaging and inspiring experiences for visitors and develop the under-used areas of our sites to support our strategic and commercial aims. The transformation includes sustainable design, improved animal habitats and expanded visitor facilities. By enhancing these spaces, we will foster deeper connections with our audiences, attract greater support and elevate the role our Zoos play in conservation, education and engagement.

Live our organisational values, creating a workplace where diverse perspectives thrive and wellbeing is prioritised in a safe and productive environment.

Our organisational culture is built on values that prioritise collaboration, inclusion, diversity and wellbeing. By fostering a supportive and inclusive workplace, we encourage diverse perspectives to thrive, ensuring our teams can collaborate effectively. We will invest in staff development, wellbeing and recognition to create a productive, safe and supportive environment where people are empowered and driven to contribute meaningfully to our conservation efforts.

Be a leading example of efficient, nature-friendly operations, able to scale our impact with ease.

Through innovation, green practices and a goal of net-zero emissions by 2035, we will reduce our environmental impact at the same time as deepening our conservation efforts. We are committed to being a global leader in nature-friendly operations by improving sustainability across our sites and processes. Our operations will serve as a model for other organisations, demonstrating how efficient, sustainable practices can drive large-scale impact for both wildlife and people.

To deliver our ambitions we need to adapt our approach to how we work. This adaption will be articulated across five enabling plans that combine to create resilience.

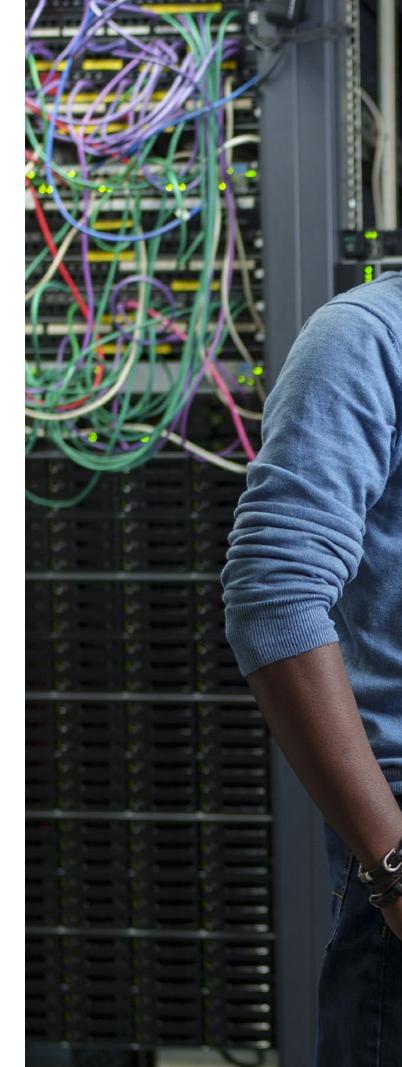
ESTATES TRANSFORMATION

INCOME DEVELOPMENT

> PEOPLE AND CULTURE

DATA AND SYSTEMS

OPERATIONAL EFFECTIVENESS





PRIORITY REGIONS

Our priority landscapes and regions are biodiverse locations with identified threats to wildlife. They are places where we are building on a long history of impact, strong partnerships and proven ability to work in the regions.

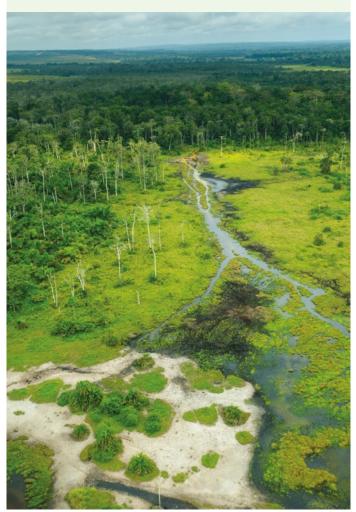
TROPICAL FORESTS

TRIDOM LANDSCAPECameroon, Congo and Gabon

The Trinational Dja-Odzala-Minkébé (TRIDOM) area landscape across Cameroon, Congo and Gabon represents around 10% of the remaining forest habitat on the African continent, and a stronghold for West African primates and the Critically Endangered African forest elephant. Since 2007, we've been working here to increase habitat protection by engaging with communities and government to address land use, deforestation, wildlife crime and conflict between wildlife and people.

WESTERN FOREST COMPLEX Thailand

A large natural conservation area in Thailand, the Western Forest Complex is in the western region along the Myanmar border. One of the largest protected areas in southeast Asia, comprising national parks, wildlife sanctuaries and non-hunting zones, it's home to elephants, tigers and pangolins. Habitat destruction brings wildlife into regular contact with communities, so we work with partners to reduce human-elephant conflict and illegal wildlife trade through monitoring and community outreach.





WOODLANDS AND GRASSLANDS

TSAVO CONSERVATION AREA Kenya

The Tsavo Conservation Area is a network of protected areas in southeastern Kenya. It's an important habitat for the black rhino, cheetah and African wild dog but is threatened by habitat loss, poaching and fragmentation. For more than 30 years we've worked with the Kenya Wildlife Service to protect important species and habitats through SMART patrols, habitat assessment and wildlife health programmes.



SHIVALIK HILLS (TERAI ARC) Nepal and India

The Shivalik Hills, located within the Terai Arc Landscape, span the shared border region of Nepal and India. This biodiverse area serves as a critical wildlife corridor and habitat for species such as tigers, leopards, rhinos and elephants. However, its dense human population also makes it a hotspot for wildlife poaching and a trade route for illegal wildlife trade. To address these challenges, we collaborate with governments and local communities across six protected areas and corridors to restore and reconnect fragmented habitats and promote sustainable livelihoods, ensuring the landscape supports both people and wildlife.

KAVANGO-ZAMBEZI Angola, Botswana, Namibia, Zambia and Zimbabwe

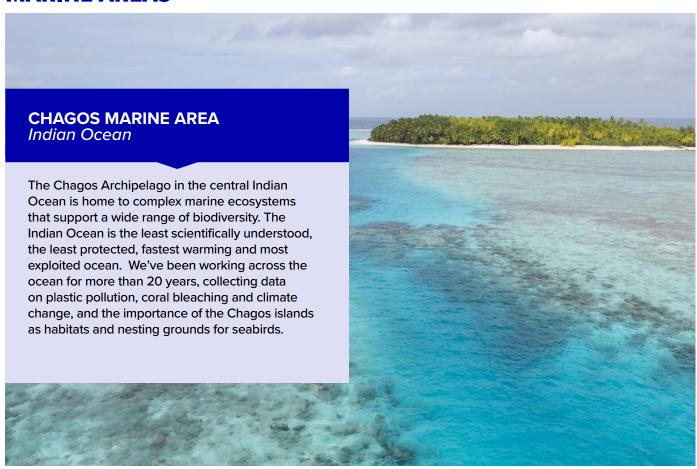
This vast wilderness, home to exceptional biodiversity and spanning five southern African countries, is threatened by habitat loss, climate change and human-wildlife conflict. We lead a cheetah conservation programme here to improve species protection and landscape connectivity, and foster co-existence between local people and wildlife. We're also exploring the potential to reintroduce cheetah to the Luangwa Valley in Zambia – one of the largest unfenced, intact ecosystems on the continent.

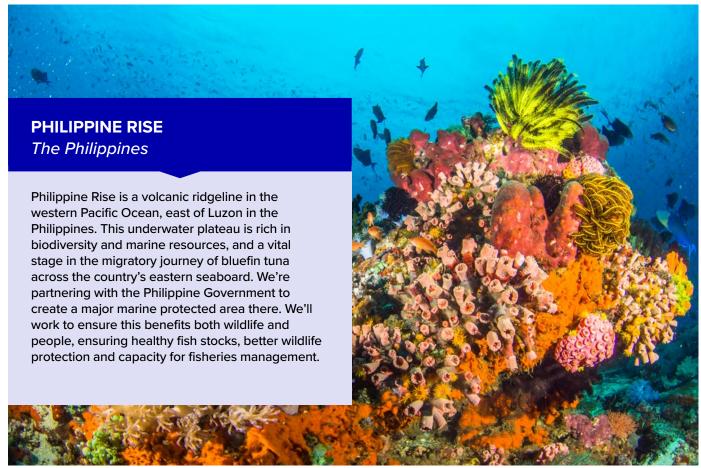
W-ARLY-PENDJARI (WAP) Benin, Burkino Faso and Niger

The W-Arly-Pendjari landscape is the last relatively intact savannah system in West Africa, spanning the borders of Benin, Burkina-Faso and Niger. It is the last stronghold and bastion of the West African lion and the Northwest African cheetah and is home to the largest population of elephants in West Africa. But threats ranging from climate change to the unsustainable bushmeat trade, land-use conflicts and growing insecurity have led to wildlife declines. We work with partners to protect and support the people and wildlife that live there through law enforcement capacity building, species monitoring studies and nature-based solutions for community engagement.



MARINE AREAS





PRIORITY SPECIES

We'll be supporting the conservation of at least 200 threatened species, but we have identified 60 for dedicated population recovery action, drawing on all elements of our organisation to influence a measurable, positive change towards full recovery of species. Listed alongside each species are the countries and regions where we are working to conserve them.



MAMMALS:

Addax (Addax nasomaculatus) – Chad, Niger
Hainan gibbon (Nomascus hainanus) – China
Scimitar-horned oryx (Oryx dammah) – Chad
Tiger (Panthera tigris) – Nepal, India, Thailand
African wild dog (Lycaon pictus) – Kenya, South Africa,
Zimbabwe, Angola, Senegal
Tamaraw (Bubalus mindorensis) – Philippines
Philippine pangolin (Manis culionensis) – Philippines
Sunda pangolin (Manis javanica) – Thailand
Dama gazelle (Nanger dama) – Chad, Niger
Wild camel (Camelus ferus) – Mongolia
Water vole (Arvicola amphibius) – UK
Hazel dormouse (Muscardinus avellanarius) – UK

BIRDS:

Vietnam pheasant (Lophura edwardsi) – Vietnam Hihi (Stitchbird) (Notiomystis cincta) – New Zealand Sihek (Guam Kingfisher) (Todiramphus cinnamominus) – Guam, Palmyra Atoll Blue-crowned laughingthrush (Garrulax courtoisi)

China
 Socorro dove (Zenaida graysoni) – Mexico
 Mauritius kestrel (Falco punctatus) – Mauritius

Pink Pigeon (*Nesoenas mayeri*) – Mauritius

Red-backed shrike (Lanius collurio) - UK

REPTILES:

Gharial (*Gavialis gangeticus*) – Nepal, India Big-headed turtle (*Platysternon megacephalum*) – Vietnam

AMPHIBIANS:

Botsford's leaf-litter frog (*Leptobrachella botsfordi*) – Vietnam

Mountain chicken frog (Leptodactylus fallax)

- Montserrat, Dominica

Chinese giant salamander (*Andrias davidianus*) – China South China giant salamander (*Andrias sligoi*) – China Sterling's toothed toad (*Oreolalax sterlingae*) – Vietnam Darwin's frog (*Rhinoderma darwinii*) – Chile Atewa slippery frog (*Conraua sagyimase*) – Ghana



FISH:

Bony Fish

Acigöl killifish (*Anatolichthys transgrediens*) – Turkey European eel (*Anguilla anguilla*) – UK and other European countries Japanese eel (*Anguilla japonica*) – Japan Potosi pupfish (*Cyprinodon alvarezi*) – Mexico

La Palma pupfish (*Cyprinodon longidorsalis*) – Mexico Charco Palma pupfish (*Cyprinodon veronicae*) – Mexico Golden sawfin (*Skiffia francesae*) – Mexico

Monterrey platyfish (*Xiphophorus couchianus*) – Mexico European sturgeon (*Acipenser sturio*) – UK

Cartilaginous Fish

Sawback angelshark (*Squatina aculeata*) – Libya, Greece, Croatia

Smoothback angelshark (Squatina oculata)

– Libya, Greece, Croatia

Angelshark (*Squatina* squatina) – UK, Canary Islands (Spain), Libya, Greece, Croatia, Ireland

INVERTEBRATES:

Marona tree snail (*Partula affinis*) – French Polynesia Garrett's tree snail (*Partula garrettii*) – French Polynesia Tapairu tree snail (*Partula hebe*) – French Polynesia

Navenave tree snail (Partula mirabilis)

- French Polynesia

Eimeo tree snail (Partula mooreana) – French Polynesia

Faatere tree snail (Partula navigatoria)

- French Polynesia

Niho tree snail (Partula nodosa) – French Polynesia

Tarona tree snail (Partula rosea) – French Polynesia

Taamu tree snail (Partula suturalis vexillum)

- French Polynesia

Parare tree snail (Partula taeniata simulans)

- French Polynesia

Tohea tree snail (*Partula tohiveana*) – French Polynesia

Mauru tree snail (Partula varia) - French Polynesia

Vietnamese magnolia land snail (Bertia cambojiensis)

Vietnam

Chagos brain coral (Ctenella chagius)

- Chagos Archipelago

(Partula dentifera) - French Polynesia

Whiteclawed crayfish (Austropotamobius pallipel) - UK

Medicinal leech (Hirudo medicinalis) – UK

Glutinous snail (Myxas glutinosa) – UK

(Partula tristis) - French Polynesia

We're ZSL, a science-driven conservation charity working to restore wildlife in the UK and around the world. Join us at zsl.org

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