SCIENCE FOR RESTORING NATURE

ZSL's Institute of Zoology Business Plan
2025/26 to 2027/28

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INTRODUCING ZSL

ZSL (The Zoological Society of London) is a science-driven conservation charity working to restore wildlife in the UK and around the world. It works to help wildlife and people thrive together. Guided by a scientific approach and passion for nature, it leads conservation, shapes agendas, and influences change to protect and restore nature.

ZSL'S VISION

A world where wildlife thrives

ZSL BELIEVES

Nature can recover

Conservation works best when it's powered by science

People and wildlife can thrive together

ZSL'S PURPOSE

To inspire, inform, and empower people to protect and restore wildlife

HOW ZSL WORKS

To look for answers through science, to work with people to find solutions

INTRODUCING ZSL'S INSTITUTE OF ZOOLOGY

The Institute of Zoology (IOZ) is a world-leading research centre, directly addressing global challenges in the field of conservation science.

IOZ is the research division of ZSL, which also hosts two major conservation zoos (London, Whipsnade), runs on-the-ground conservation programmes in >60 countries, and engages with policymakers and practitioners around the world. IOZ is recognised as a Higher Education Institute (HEI) and its unique position within a conservation NGO brings a variety of benefits to ZSL's science and conservation impact. It also creates a unique research and education environment that allows research staff and students to work alongside wildlife conservation professionals, as well as have access to ZSL's conservation zoos, providing experiences and opportunities that go beyond their immediate academic disciplines.

IOZ is a small unit by HEI standards. We currently employ 68 research staff, including 11 Professors, 5 Senior Research Fellows, 11 Research Fellows, and 24 Postdoctoral Research Associates. Despite our small size, we have an established record of excellence in research and impact, evidenced by our performance in REF2021. In a joint submission with University College London (UCL) and Birkbeck, University of London, to the Biological Sciences unit of assessment (UoA5), 88.5% of our collective research outputs were judged as 'world leading' or 'internationally excellent' and 90.9% of our collective impacts were judged as 'outstanding' or 'very considerable'. In addition, while IOZ only comprised 10% of the staff in this submission (24.2 FTEs), we contributed five of the 11 Impact Case Studies.

THE NEED FOR IMPACTFUL SCIENCE

Biodiversity is essential for human health and wellbeing. As the extent of human impacts on wildlife and ecosystems becomes clear, a scientific understanding of the processes driving biodiversity loss, the associated threats to human societies, and interventions to address these threats is urgently required. Scientific progress in these areas is key to the development of effective approaches to address biodiversity loss and implement solutions for people and the planet.

OUR PURPOSE

As a science-driven conservation organisation, ZSL's purpose it to inspire, inform, and empower people to protect and restore wildlife. Within this, as IOZ, we drive *evidence-based conservation of wildlife*; provide thought leadership as the global biodiversity crisis deepens and equip future conservation scientists with relevant knowledge, skills, and understanding. To achieve this, we conduct fundamental and applied science of direct relevance to conservation, building on the origins of ZSL as a learned society. It is by understanding wildlife ecology in our changing world that we can identify threats to biodiversity and develop solutions to global conservation challenges, to support sustainable and healthy societies and ecosystems.

HOW TO READ THE ZSL INSTITUTE OF ZOOLOGY BUSINESS PLAN

Science for Restoring Nature, the ZSL Institute of Zoology Business Plan, sets out how we will work towards achieving our purpose over the next three years. It is written for Research England as a requirement of our Special Funding. This Business Plan was produced through a consultative process open to all IOZ staff and students together with invited colleagues across ZSL. Further input was provided by ZSL's Independent Science Advisory Board, Executive Committee, and Council.

To provide context to our approach in the Business Plan, we occasionally provide a brief summary of recent activities and current ways of working. Readers who are interested to learn more about our achievements to date are directed to the IOZ Annual Reviews, together with the ZSL Annual Reports to which they contribute. Both are freely available on the ZSL website.

The IOZ Business Plan is key component of ZSL's strategy, *Restoring Nature: A Blueprint for Wildlife Recovery 2024-2030*. Restoring Nature is the umbrella strategy within which *Science for Restoring Nature* sits, and should be read alongside the IOZ Business Plan.

The IOZ Business Plan is divided into four parts:

- **Part 1 (Section 1)**
  introduces IOZ's four Delivery Pathways and how these correspond to ZSL's four Impact Areas. It also introduces the five Conservation Challenges around which our research and impact are structured
- **Part 2 (Sections 2-5)**
  summarises our plans across these four Delivery Pathways and the five Conservation Challenges
- **Part 3 (Sections 6-8)**
  outlines how we will work in IOZ, within ZSL, and with our external partners, to achieve our purpose
- **Part 4 (Section 9)**
  provides a financial overview and sets out our three-year plan

1. SCIENCE FOR RESTORING NATURE

THE JOINT DEVELOPMENT OF ZSL STRATEGY AND THE IOZ BUSINESS PLAN

ZSL's overarching strategy Restoring Nature: A Blueprint for Wildlife Recovery sets out ZSL's goals from 2024 to 2030. It focuses on four Impact Areas:

- **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
- **Restoring Habitats**
  By collaborating with communities around the world we protect and restore healthy ecosystems so people and wildlife can thrive together
- **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
- **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

The Institute of Zoology (IOZ)'s previous Business Plan (2022/23-24/25) played a guiding role in the development of ZSL's *Restoring Nature* strategy. The updated IOZ Business Plan, *Science for Restoring Nature*, will continue to deliver the science that underpins this strategy and which amplifies IOZ's impact. To achieve our goals, IOZ adopts four Delivery Pathways:

- **Research**
  Generating world-leading research
- **Impact**
  Accelerating the translation and use of research to maximise impact
- **Teaching**
  Building capacity through teaching and training
- **Engagement**
  Inspiring audiences to care about and better understand wildlife and its conservation

IOZ Research and Impact are structured around five Conservation Challenges, which further inform our Teaching and Engagement. These are thematic areas where IOZ has a proven track record of excellence, and where our research and impact have the potential to achieve truly transformative conservation outcomes:

- **Biology and Recovery of Threatened Populations:** Establishing a comprehensive understanding of population recovery from ecological and human perspectives, and using this developed body of knowledge and experience to support the implementation of evidence-based solutions
- **Climate Change Risks and Ecosystem-Level Mitigation and Adaptation Strategies:** Understanding, assessing and predicting biodiversity's vulnerability to the climate crisis and identifying and developing methodologies, solutions and effective pathways to implementation that benefit biodiversity and people
- **Coexistence between People and Wildlife:** Advancing our understanding of the complex and evolving relationships between people and wildlife, and developing and implementing effective tools to secure a sustainable and just future for biodiversity conservation and human wellbeing
- **Global Biodiversity Monitoring and Forecasting:** Enhancing our ability to monitor and forecast biodiversity status and trends, and advance our understanding of the impacts of anthropogenic threats on the resilience of species and ecosystems across all scales
- **Wildlife and One Health in a Changing World:** Identifying, understanding, and mitigating disease threats to support biodiversity conservation and enhance the health and welfare of wildlife, domestic animals, and people

The alignment between the ZSL Impact Areas and IOZ Delivery Pathways and Conservation Challenges is shown in Fig. 1. For further information about the shared history of strategic development between IOZ and ZSL over the last 10 years, please see 'Driving ZSL Strategy' (p.38, Section 7).

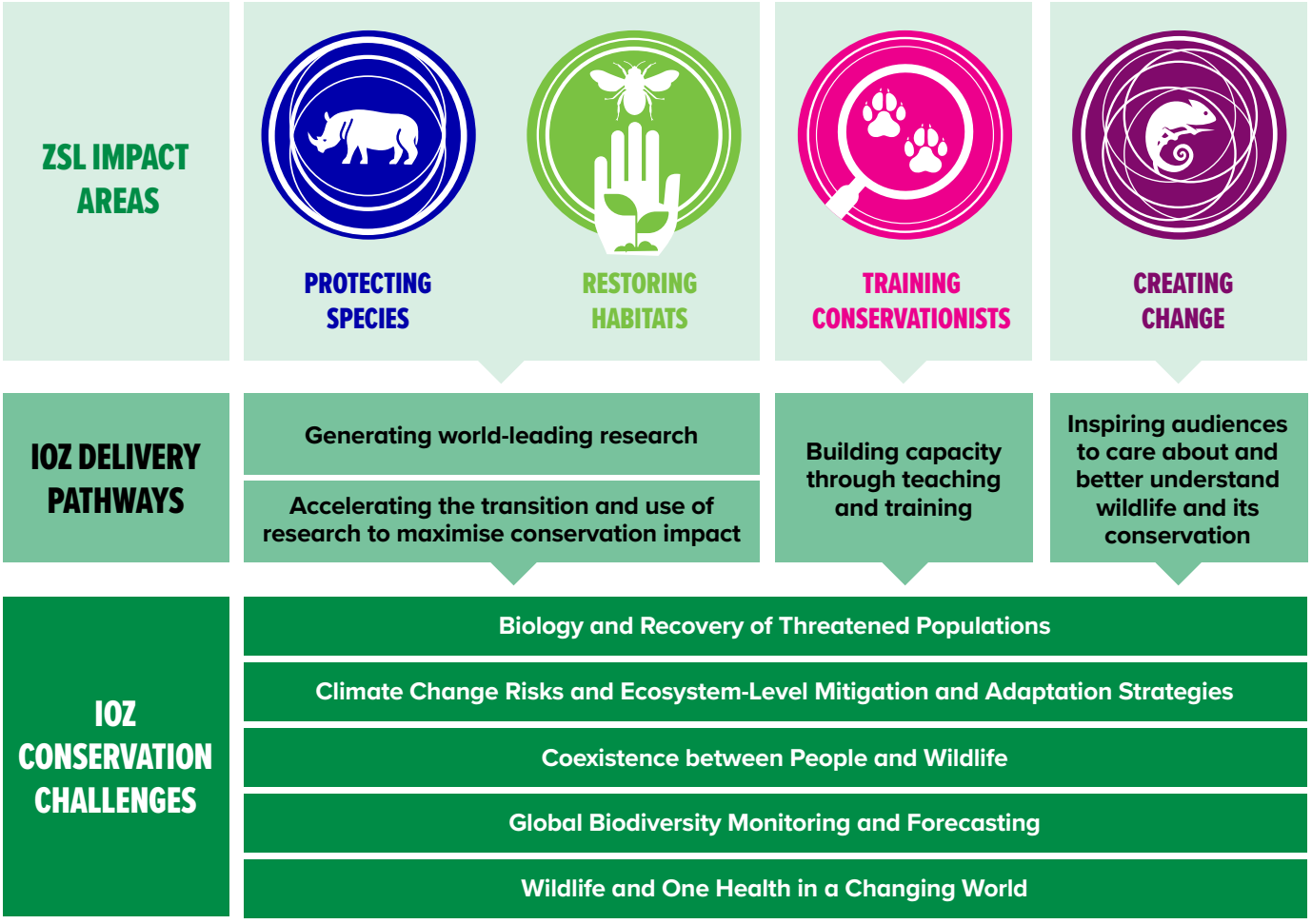


Figure 1. *Alignment of ZSL Impact Areas and IOZ Delivery Pathways and Conservation Challenges*

2. GENERATING WORLD-LEADING RESEARCH

Research at the Institute of Zoology (IOZ) is structured around our five Conservation Challenges. This research is facilitated and enhanced by our Long-term Programmes on Wildlife and Ecosystems in a Changing World. The Long-term Programmes are an exceptional asset enabled by our Research England Special Funding. They provide us with study systems of the necessary time and depth to explore long-term change, natural and anthropogenic, in wildlife populations and ecosystems. Over the next three years, our research will also be supported by a recent £2.2M investment in a new high-performance computing (HPC) facility. In this Section, we describe how we will create knowledge across our five Conservation Challenges, develop our Long-term Programmes, and build our new capabilities in conservation science AI in 2025/26-27/28. The impact that we plan to achieve from this research is outlined in Section 3.

BIOLOGY AND RECOVERY OF THREATENED POPULATIONS

Science-based evaluation of effective strategies for conserving threatened species is urgently required, but much conservation management is still based upon local experience or opinion without wider context. IOZ science underpins some of the world's most successful recovery programmes, and provides the evidence and decision support needed to maximise the likelihood of small population recovery. This comprehensive body of work directly supports governments and NGOs involved in practical mitigation activities to save the rarest species at both national and international levels. Our priorities for 2025/26-27/28 include:

1. Developing a comprehensive, integrated understanding of population dynamics and key factors influencing recovery across a broad range of threatened species, including UK native species and some of the world's top conservation-priority species
2. Evaluating and using the unique information-content of different sources of evidence that provide novel insights for understanding threatened species decline and recovery, including long-term (>20-year) ecological/demographic/genetic datasets, and 'non-standard' data types, such as Indigenous knowledge and historical biodiversity archives
3. Understanding best-practice protocols, opportunities, and challenges at the species recovery programme level, by identifying correlates of success and failure across past programmes, and establishing a portfolio of best-practice recovery case studies to inform and guide future project development
4. Establishing and promoting the use of robust quantitative tools that can embed new scientific evidence within informed recovery programme practice, which incorporate rational structured decision-making strategies and transparent frameworks for assessing acceptable risk thresholds

CLIMATE CHANGE RISKS AND ECOSYSTEM-LEVEL MITIGATION AND ADAPTATION STRATEGIES

Addressing the ecological, economic and societal drivers and consequences of climate change requires an interdisciplinary, multi-scale and solution-oriented approach. IOZ works to understand the linkages between biodiversity, people and climate by capitalising on novel technologies, developing tools and frameworks and encouraging collaboration between natural, social and data sciences. IOZ research directly informs climate change mitigation and adaptation strategies that promote nature conservation and recovery by combining knowledge from genetics to ecosystem science and considering interactions with other threats (e.g., land use change, invasive species). Our priorities for 2025/26-27/28 include:

1. Assessing the vulnerability of biodiversity to climate change and the economic and societal impacts of climate-driven biodiversity change
2. Building the evidence base required to assess the effectiveness of approaches that mitigate the impacts of climate change on biodiversity
3. Supporting the development of rewilding as a tool to increase the resilience of biodiversity to the climate crisis
4. Developing tools and frameworks to identify how to best manage key ecosystems (such as mangrove and peatland forests, seagrass and coral reef systems) in a rapidly changing world

COEXISTENCE BETWEEN PEOPLE AND WILDLIFE

Using our transdisciplinary research capability, and building upon ZSL's FAIRER approach (Fair, Accountable, Inclusive, Respectful, Ethical, Reflective) to conservation, our international collaborative networks, and long-term community-based projects across a global suite of field sites, researchers at IOZ are uniquely placed to work at the nexus between biodiversity loss and excessive, unequal natural resource use. Our aim is to advance our understanding of the complex, value-laden relationships between wildlife and people. Further, we will critically evaluate management and governance philosophies and mechanisms to co-create pathways towards a more sustainable and just socio-ecological future. Our priorities for 2025/26-27/28 include:

1. Advancing our understanding of the changing relationships between people, wildlife, the natural environment and how they are mediated by socio-economic-political factors
2. Understanding how to ethically integrate local values, knowledge systems, histories and priorities into nature conservation
3. Developing strategies for sustainable and equitable use of natural resources and its long-term monitoring and management in the UK and abroad
4. Developing and evaluating conservation and development policy and management interventions that support and enhance coexistence between people and wildlife at various scales

GLOBAL BIODIVERSITY MONITORING AND FORECASTING

Understanding the state of biodiversity - past, present, and future - is critical to developing effective conservation interventions and meaningful policy recommendations. Our research spans terrestrial and aquatic systems, using diverse, cutting-edge scientific approaches to investigate the status, trends, and drivers of biodiversity change. We take an interdisciplinary approach, drawing on expertise from across ZSL and collaborating with academic, NGO, and government partners to better understand how and why biodiversity is changing, and to produce robust predictions and scenarios of possible futures. Our priorities for 2025/26-27/28 include:

1. Developing, expanding and refining global biodiversity datasets, with a strategic focus on filling critical gaps in under-represented taxa, ecosystems and regions
2. Assessing and forecasting biodiversity responses to pressures and interventions to understand past and future biodiversity trends and inform policy and effective action
3. Designing, deploying and integrating cutting-edge monitoring and forecasting tools and technologies (e.g. remote sensing, AI-assisted image recognition, large language models) to improve biodiversity data processing and analysis
4. Developing and disseminating open-access tools, protocols, and training resources to support ZSL's conservation teams and researchers, practitioners, and policymakers globally, with a particular focus on biodiversity-rich but data-poor regions.

WILDLIFE AND ONE HEALTH IN A CHANGING WORLD

Leveraging our special position—bridging field investigations with work at our two conservation zoos—and building on our long-standing role as a global leader in wildlife health research, we will lead and collaborate on interdisciplinary science within a One Health framework. Our aim is to advance both fundamental and applied understanding of the ecological and social mechanisms, processes, and patterns that underlie the dynamics of infectious and non-infectious diseases affecting living organisms and the ecosystems they inhabit. Our priorities for 2025/26-27/28 include:

1. Investigating the mechanisms, processes, and patterns of host-pathogen interactions and non-infectious disease dynamics to advance the field of disease ecology
2. Conducting interdisciplinary One Health research to describe and predict the direct and indirect interconnections among the health of wild and domestic animals, people, and ecosystems, and to understand how global change influences these relationships
3. Developing methods for, and participating in the implementation of, active and passive surveillance of disease agents and drivers in the wild, to enhance understanding of endemic diseases and to enable the early detection of emerging disease threats to wildlife, domestic animals, and people
4. Studying the impacts and drivers of wildlife diseases, and testing mitigation strategies to prevent and address disease threats to support effective conservation actions

LONG-TERM PROGRAMMES ON WILDLIFE AND ECOSYSTEMS IN A CHANGING WORLD

Natural and anthropogenic change in wildlife populations and ecosystems can take place over long periods, and interventions aimed at reducing detrimental impacts also take time to be effective. To advance conservation, access to long-term information is thus key. IOZ has supported long-term research programmes (LTPs) for many decades and now manages a significant number of long-term datasets (Appendix A). These represent >400 years of research since Special Funding arrangements for IOZ began 30 years ago. Most IOZ senior staff run at least one LTP that has generated >20 years of data, research tools, and/or knowledge to the conservation community. These LTPs also provide a unique foundation for grant income generation, teaching, capacity building and engagement activities. Research England's Special Funding enables IOZ to provide the continuity of support to our researchers that makes these programmes possible.

Over the last three years, IOZ has continued to provide data management support to seven of our LTPs, through the creation and maintenance of bespoke databases, including baboons, cheetah, New Zealand passerines and tropical seabirds. This has involved the provision of tools to facilitate the systematic collection of field-based data and provide secure and accessible storage and processing to generate datasets for analyses. The latter includes inbuilt analytics such as the process of identifying individual cheetah from photographs and linking to demographic data. Our priorities for 2025/26-27/28 include:

1. Conducting an audit of our existing and potential LTPs to better assess scope, monitor impacts, identify synergies and resourcing shortfalls
2. Establishing data governance standards and developing succession planning for IOZ LTPs
3. Using the new supercomputer for computationally intensive analytics to maximise the information generated from these rare long-term data sets
4. Developing best practice guidelines in relation to the initiation, development and management of LTPs and share these within ZSL and the wider conservation biology research and practitioner communities

RESEARCH INFRASTRUCTURE AND INVESTMENT: AI IN CONSERVATION SCIENCE

In 2024, ZSL was awarded £2.2 million from the Department of Science and Technology (DSIT) to invest in a new high-performance computing (HPC) facility, which includes two state-of-the-art Nvidia DGX H100 systems (448 CPUs, 16 H100 GPUs), 2.6PB of PEAK:AIO storage for working data and replication, 1.6Pb of dedicated backup capacity, high-end deep learning workstations, and upgraded network infrastructure. This supercomputing environment, hosted within IOZ, enables large-scale parallel processing and advanced GPU-accelerated workflows, unlocking unprecedented opportunities for conservation research. This infrastructure provides the ability to process imagery, audio, and text data at a scale never before possible - including camera trap data (our global species surveys, HogWatch/National Hedgehog Monitoring Programme), audio recordings (ecosystem soundscapes and animal-borne recordings), agent-based models, extinction risk assessments, remote sensing imagery and ecological literature. These capabilities will support the development of AI models to automatically identify species and habitats, extract ecological knowledge from diverse data streams, and generate predictive models of biodiversity change under future scenarios of climate and land-use change. By coupling advanced computation with IOZ's scientific expertise, this facility will help drive a step-change in how our conservation data are collected, analysed, and translated into impact. Our priorities for 2025/26-27/28 include:

1. Developing cutting-edge AI models for biodiversity and behaviour including large-scale models to detect and classify species, monitor behaviours, and forecast ecological change
2. Building technical capabilities across the organisation. Ensuring that staff and collaborators gain the skills to harness HPC and AI, embedding advanced computational approaches into ZSL's core conservation practice
3. Attracting new talent in conservation AI. Using this unique HPC environment to bring in leading researchers, fellows, and students at the interface of ecology and AI

TRACKING OUR ACHIEVEMENTS IN RESEARCH

In 2025/26-27/28 we will continue to track our research achievements using the same suite of 15 Key Performance Indicators (KPIs) that we have collected since 2020/21 (see Appendix B for full list). These include two Headline Indicators, **Research Productivity** (the number of papers published in peer-reviewed journals) and **Research Influence** (the global ranking of our institutional h-index score), which we report each year in the IOZ Annual Review. Further information on IOZ's Headline Indicators is provided in Appendix C.

OUR RESEARCH ACHIEVEMENTS WILL CONTRIBUTE TO THE FOLLOWING *ZSL RESTORING NATURE* 2030 GOALS

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

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

3. ACCELERATING THE TRANSLATION AND USE OF RESEARCH TO MAXIMISE CONSERVATION IMPACT

The impact of our research at the Institute of Zoology (IOZ) follows the same five Conservation Challenges around which our science is organised. We are able to accelerate the translation of our science into impact through our unique position in ZSL and across our network of regional, national and international external partners. Having described our research plans in Section 2, we now describe our plans for impact across our five Conservation Challenges in 2025/26-27/28.

BIOLOGY AND RECOVERY OF THREATENED POPULATIONS

IOZ's work on threatened species recovery is interdisciplinary and addresses the broad range of factors, from ecological, genetic and demographic to managerial and sociocultural, that influence recovery dynamics and either support or impede conservation success. This research makes use of long-term datasets and different types of evidence to understand population dynamics and threats, and comparative assessment across conservation projects to identify how recovery works. IOZ integrates this evidence into conservation decision-making through development of best-practice tools that promote recovery success. Our priorities for 2025/26-27/28 include:

1. Integrating knowledge from a range of disciplines into species recovery programmes, thus enhancing recovery efficiency, cost-effectiveness, and the applicability of these efforts across different contexts.
2. Developing evidence-based management and decision support. Using scientific evidence to guide management decisions will help recovery programmes identify what works, fill important knowledge gaps, and ensure that future efforts use the most effective strategies.
3. Gathering long-term data and adapting management actions, allowing us to build accurate predictive models. These models provide early warnings of new threats, help uncover complex ecological interactions, and guide the review and improvement of monitoring and management strategies.
4. Capacity-building and collaboration within a historical/biocultural context. Identifying optimal real-world contexts both to maximise the effectiveness of recovery programmes from a management perspective, and also from a biocultural context to ensure wider social support and a 'win-win' for both biodiversity and communities who live alongside threatened species

CLIMATE CHANGE RISKS AND ECOSYSTEM-LEVEL MITIGATION AND ADAPTATION STRATEGIES

IOZ research informs efforts to address the impacts of the current climate breakdown on social ecological systems, providing the evidence, tools and approaches required to support decision-making processes at local, national and international scales. IOZ researchers regularly engage with ZSL colleagues as well as international science and conservation organizations such as the IUCN, UN convention processes such as the United Nations Framework Convention on Climate Change (UNFCCC), Convention on Biological Diversity (CBD) and Convention on the Conservation of Migratory Species (CMS), and national governments as well as practitioner-led bodies to ensure IOZ science continues to inform best practice. Our priorities for 2025/26-27/28 include:

1. Informing conservation decisions and actions: ensuring our research continues to be incorporated into policies, conservation plans and guidelines aimed at mitigating the impacts of climate change on social ecological systems
2. Supporting global assessment efforts: working closely with key international organisations and processes in prioritising species as well as ecosystems and land- and seascapes for conservation attention, based on their vulnerability to climate change
3. Promoting synergies at the interface between climate change mitigation and adaptation and biodiversity conservation. Engaging with, fostering and supporting existing and new networks and initiatives that identify and capitalise on synergies between the climate change and biodiversity conservation agendas
4. Informing scenario development and planning: ensuring our research outcomes continue to be relevant and used to identify plausible positive ecological futures and effective strategies that promote sustainability at multiple scales

COEXISTENCE BETWEEN PEOPLE AND WILDLIFE

Our research will support the development of effective approaches to foster the combined wellbeing of people and wildlife. This will be underpinned by ZSL's FAIRER approach towards more equitable conservation and research, where the current and future rights, needs and values of communities are balanced with the conservation of the ecosystems upon which they depend. We will build transdisciplinary capacity at ZSL and work with partners to solve these complex socio-ecological challenges. Working closely with our wider ZSL colleagues, we will implement evidence-based approaches to foster coexistence across a range of social, cultural, political and ecological paradigms. Our priorities for 2025/26-27/28 include:

1. Developing and implementing sustainable and just approaches to support coexistence between people and wildlife
2. Developing transdisciplinary capacities and mechanisms to integrate local values, knowledge systems, histories and priorities into inclusive conservation
3. Strengthening capacity and equitable governance for the monitoring and management of wildlife and its habitat
4. Proactively engaging with international, national and regional decision-makers to develop and implement best practice approaches to conservation and sustainable development

GLOBAL BIODIVERSITY MONITORING AND FORECASTING

IOZ research provides evidence-based advice to inform national and international policy while engaging public and private sectors in ethical and equitable conservation solutions. IOZ hosts and develops key global biodiversity indicators including the Living Planet Index, EDGE (Evolutionarily Distinct and Globally Endangered), Phylogenetic Diversity and Red List indices, and maintains and produces Red List assessments. This work underpins major international agreements and assessments – including the Convention on Biological Diversity's Global Biodiversity Framework, Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services, and Global Biodiversity Outlooks – along with public reports such as the Living Planet Report. Novel data, tools and methods produced by IOZ enable effective site-based monitoring of populations, species, and ecosystems. Our priorities for 2025/26-2027/28 include:

1. Informing biodiversity policy. Assessing progress towards the CBD 2030 targets using IOZ biodiversity indicators. Providing technical advice and expert review on indicator use through bodies such as the CBD's Subsidiary Body on Scientific Technical and Technological Advice
2. Supporting national-scale monitoring. Continuing to support countries with the tools, data, standards, and frameworks to produce national-scale biodiversity indicators and assessments
3. Communicating Biodiversity Change. Expanding the reach of our research through technical outputs and public-facing reports. We will co-produce the 2026 and 2028 Living Planet Report with WWF, ensuring global visibility of biodiversity trends
4. Mobilising and disseminating biodiversity data. Increasing access to biodiversity data, indicators and assessments to a broad range of end users in conservation, policy, research, education, and media

WILDLIFE AND ONE HEALTH IN A CHANGING WORLD

IOZ research will advance knowledge of infectious and non-infectious diseases and their impacts, deliver actionable insights, and lead the implementation of solutions to prevent, control, and reverse wildlife disease threats to conservation, people, and domestic animals. We will build capacity among diverse stakeholders and collaborate with decision-makers and policymakers to achieve sustained, long-lasting impact. We will also champion interdisciplinary, multisectoral approaches to understanding and managing health through a One Health lens. Our priorities for 2025/26-27/28 include:

1. Generating actionable science and surveillance data to inform prevention and management of disease threats to wildlife, domestic animals, and people (e.g., Vector-borne-Real-time Arbovirus Detection and Response project), while promoting participatory, translational approaches for collaborative knowledge production and impact (e.g., Garden Wildlife Health project)
2. Reducing the impacts of wildlife diseases in the UK and overseas through the implementation of targeted mitigation actions, in collaboration with multisectoral partners, to support effective conservation efforts and ecosystem resilience across diverse ecological and societal contexts (e.g., chytridiomycosis mitigation in Darwin's frogs; badger vaccination for bovine tuberculosis)
3. Building global capacity in Wildlife Health and One Health through training (e.g., MSc in Wild Animal Biology/Wild Animal Health), and effectively communicating research to diverse audiences, including local communities, scientists, practitioners, policymakers, and the public, to support informed action and collaboration
4. Providing decision-making support for wildlife health and conservation interventions through research, expert advice, and tools—including disease risk analyses (e.g., Disease Risk Analysis and Health Surveillance project)—while collaborating with policymakers to embed One Health into national and international agendas worldwide (e.g., One Health in Nature Conservation in Central Asia project)

TRACKING OUR ACHIEVEMENTS IN IMPACT

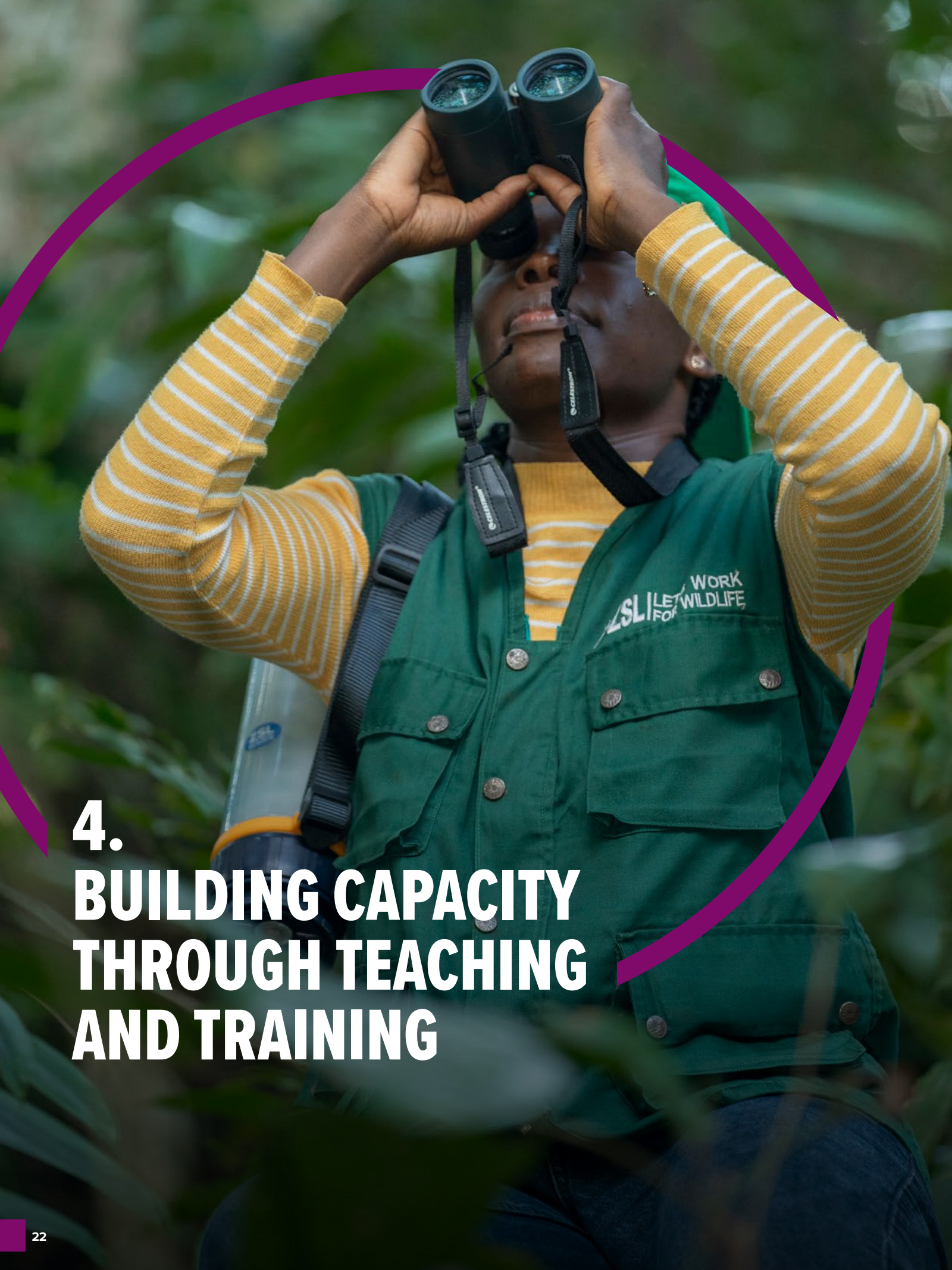
In 2025/26-27/28 we will continue to track our impact achievements using the same suite of 13 KPIs that we have collected since 2020/21 (see Appendix B for full list). These include two Headline Indicators, **Informing Policy** (Including consultation responses, evidence to parliamentary committees, and meetings with policymakers, to influence international conventions, UK government policies, and non-UK government policies) and **Empowering Practitioners** (the number of practitioner tools and guidelines produced), which we report each year in the IOZ Annual Review. Further information on IOZ's Headline Indicators is provided in Appendix C.

OUR IMPACT ACHIEVEMENTS WILL CONTRIBUTE TO THE FOLLOWING *ZSL RESTORING NATURE* 2030 GOALS

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

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

Creating Change
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



4. BUILDING CAPACITY THROUGH TEACHING AND TRAINING

The Institute of Zoology (IOZ) builds capacity through teaching and training at higher education (undergraduate, masters and doctoral) and professional levels. Our learning offer reflects the distinctiveness of IOZ within the Higher Education sector, and the unique education and training environment provided at ZSL, with its two conservation zoos and international field conservation programmes. IOZ teaching and training is conducted in five areas:

- **PhD supervision**
- **Masters taught courses**
- **Undergraduate training**
- **European College of Zoological Medicine (ECZM) residencies**
- **Professional training**

Here we summarise developments in our teaching and training over the past three years and outline our priorities in 2025/26-27/28.

PhD SUPERVISION

In October 2024, IOZ was supervising 79 PhD students, similar to numbers in previous years, indicating stable recruitment (Table 1). The majority of these studentships are currently funded through four Doctoral Training Partnerships (DTPs). These comprise the London NERC DTP, the Science and Solutions for a Changing Planet DTP, the SCENARIO DTP (Science of the Environment: Natural and Anthropogenic Processes, Impacts and Opportunities), and the ARIES DTP (Advanced Research and Innovation in the Environmental Sciences). We also supervise a number of students from smaller focused programmes including QMEE (Quantitative and Modelling skills in Ecology and Evolution) and SuMMeR (Sustainable Management of UK Marine Resources). IOZ is not a degree-awarding institution, so our PhD students are co-registered at other HEIs from which they graduate. Of current students, 24 are registered with UCL, 12 with Imperial College, and the rest spread across a further 24 universities, primarily King's College London, Royal Holloway University London, Queen Mary University London, University of Reading, University of Exeter and University of Oxford. All of these schemes recruited their final cohort in 2024, and we have successfully partnered on a new set of five-year NERC Doctoral Landscape Awards (DLAs). We are full partners with the TREES DLA (Training, Research & Equity in Environmental Sciences) and CROCUS DLA (Climate system and biodiversity science for Challenges, Risks, and Opportunities – Collaborating in Understanding and Solutions), and associate partners with the GW4+ DLA (Great Western 4+) and ILESLA DLA (Interdisciplinary Life and Environmental Science Landscape Award). We have also joined the three-year NERC Doctoral Focal Award AI_INTERVENE (AI for Unlocking Datasets for Biodiversity Assessment and Prediction) as a core partner, focusing on the development and responsible application of artificial intelligence for biodiversity monitoring, forecasting and management. So far, we have recruited 11 students to start in 2025 through these new partnerships.

In addition, we support the supervision of a small number of PhD students registered at universities overseas. Often, these students are in Low- and Middle-Income Countries (LMICs) with insufficient resources for registration in a UK institution. Overseas students have included those in India and seven African countries, the latter primarily driven by the Cheetah Conservation Initiative's African Leadership Programme, which also funds undergraduate and masters training. Where we supervise overseas students in collaboration with LMIC scientists, we facilitate two-way knowledge transfer between parties, supporting the development of knowledge and thinking in both places.

IOZ cost recovery for PhD students is based on fee-sharing arrangements whenever possible, however partner academic institutions do not always agree to this. In 2024/25, 51% of our PhD students were funded under full partnership arrangements, typically with 50% fee-sharing. We continually seek to maximise cost recovery by agreeing fee-sharing when taking on any PhD student.

Our priorities for 2025/26-27/28 include:

1. Maintaining and diversifying PhD funding opportunities by seeking to join or initiate new doctoral partnerships with strong strategic relevance, potentially from additional UKRI funding streams (BBSRC, EPSRC, ESRC)
2. Supporting early career researchers to take on PhD students and develop as effective supervisors, helping to maintain or grow student numbers while enhancing student experience
3. Exploring opportunities to support PhD studentships with students from underrepresented backgrounds

MASTERS TAUGHT COURSES

The majority of IOZ's teaching is currently delivered through masters courses, primarily in partnership with University College London (UCL) and Royal Veterinary College (RVC), through which the students graduate.

With RVC we offer two long-established and largely overlapping MSc courses, Wild Animal Biology (WAB) and Wild Animal Health (WAH). These courses provide science-based training at the nexus of wild animal health, ecology, conservation and management, with a strong emphasis on practical skills, equipping graduates for sectoral employment. Among 617 graduates from 64 countries, 85% of survey respondents have gone on to work in the fields of animal health, conservation, or at their intersection. IOZ and other ZSL staff deliver three quarters of the course content, including research project supervision, with exposure to practice in ZSL's conservation zoos and field conservation programmes being fundamental components of the courses.
During the last Business Plan cycle, we completed a reorganisation of content and delivery, and the updated courses are running efficiently with excellent student feedback. The reorganisation has also enabled us to offer some taught elements to other courses, increasing both reach and cost recovery. Student numbers have held steady for WAB, but WAH has attracted insufficient applications from funded students to run for the last two years. We believe this is driven by a combination of external factors, primarily the growth of alternative pathways for vets into wild animal work (a veterinary degree is required for entry to WAH due to clinical content), and increasing barriers to attendance for overseas students (who continue to make up the majority of WAH applicants).

Table 1. *IOZ PhD and masters student numbers from 2021/22 to present*

NAME	PARTNER HEI	FIRST YEAR	STUDENT NUMBERS BY ACADEMIC YEAR			
			21/22	22/23	23/24	24/25
PhD	Various		81	79	81	79
MSc Wild Animal Health	RVC	1994	9	4	0	0
MSc Wild Animal Biology	RVC	2003	17	15	14	15
MRes Biodiversity, Evolution and Conservation	UCL	2013	18	17	14	11
MSc Biodiversity and Global Change	UCL	2021	12	17	24	19
MSc Ecology and Data Science	UCL	2022	0	18	46	32
MSc Ecology, Climate Change and Health	UCL	2024	0	0	0	5
MSc Ecology and Urban Engineering	UCL	2024	0	0	0	4
Total partnership masters students taught			56	71	98	86
Partnership masters research projects supervised			*	40	46	43
Other masters research projects supervised			*	11	7	7
Total masters students (teaching + supervision)			*	82	105	93

* Data unavailable

Masters courses run in partnership with UCL have expanded over the Business Plan period, with the establishment of MSc Ecology & Data Science (EDS) as a highly popular course, particularly with overseas students, and the very recent addition of MSc Ecology Climate Change & Health (ECCH) and MSc Ecology & Urban Engineering (EUE), in addition to the longstanding MRes Biodiversity Evolution & Conservation (BEC, now in its 12th year), and MSc Biodiversity and Global Change (BGC, now in its fifth year). This suite of courses offers either interdisciplinary or more specialist training in the technical and conceptual skills and knowledge needed to succeed in the evolving fields of conservation and the environment. They draw on a partly shared set of taught modules, with IOZ wholly or partly delivering several of these, as well as supervising around 30 research projects annually. IOZ's role in these courses again provides students with formative exposure to practitioner experience in other parts of ZSL, as well as IOZ research staff. Recruitment to BGC and EDS courses initially grew strongly to target levels but has dropped back slightly in 2024/25 (Table 1), perhaps again reflecting changing levels of demand from overseas students. Numbers on the more research-focused MRes BEC have now declined over several years.

Beyond these core teaching partnerships, IOZ staff provide additional teaching for masters courses from several other universities by informal agreement (Imperial College, University of Edinburgh, University of Oxford, and University of Exeter). In the case of Imperial College, we have hosted an annual day of teaching for their Environmental Technology MSc course for the past two years (100-150 students), and are currently discussing possible widening of postgraduate teaching under a formal partnership.

Cost recovery for masters teaching with our core partner HEIs (RVC and UCL) is based on fee-sharing arrangements as set out in memoranda of agreement. These share total fee income, after accounting for costs and central overheads, in proportion to leadership, teaching and supervisory input. Cost recovery for teaching at other universities is mixed, but where possible a per capita or per session fee is charged.

Our priorities for 2025/26-27/28 include:

1. Reviewing existing teaching content and capacity to ensure that our teaching offer draws fully on ZSL's distinctive strengths in science-based conservation. Where possible we will explore new HEI partnerships to increase student numbers
2. Responding to changing patterns of recruitment, we will review course goals, marketing strategies, and modes of delivery, and implement changes where these may help to ensure that courses recruit strongly
3. To maintain and enhance teaching excellence, we will facilitate staff access to appropriate teaching qualifications through our partner HEIs, and strengthen policies on teaching load to broaden and share contributions across staff
4. We will explore fundraising opportunities to increase support for scholarships for students from underrepresented backgrounds

UNDERGRADUATE TRAINING

Each year ZSL hosts 30 BVetMed placement students from the RVC, and IOZ staff deliver practical teaching in wildlife pathology and disease risk and health management during these placements. IOZ staff also deliver invited lectures and practical demonstrations to undergraduate students at a range of biological and veterinary departments at UK universities. In 2024/25, this amounted to eight sessions reaching around 250 students. IOZ also hosts undergraduate placement students during their professional training year, providing a unique training experience in research practice. BVetMed tracking rotations recover costs through a memorandum of agreement with the RVC. Remuneration for undergraduate teaching is contributed to IOZ funds in some but not all cases.

EUROPEAN COLLEGE OF ZOOLOGICAL MEDICINE (ECZM) RESIDENCIES

ZSL and RVC partner to deliver three-year residencies, training programmes for qualified veterinary graduates wishing to become professional specialists in Zoo Health Management (ZHM, hosted by ZSL Wildlife Health Services) or Wildlife Population Health (WPH, hosted by IOZ). Resulting qualifications are accredited by the European Board of Veterinary Specialisation through its European College of Zoological Medicine (ECZM). Co-founded in 2015 by IOZ, the WPH residency programme was initiated in recognition of the growing global need for specialist veterinary capacity in wildlife population health to address the threats of emerging disease to wildlife.

PROFESSIONAL TRAINING

IOZ continues to offer a range of professional learning courses. These include initiatives supporting individuals to become leading conservation professionals, such as National Carnivore Co-ordinators across 14 countries in Africa, and contributions to ZSL's Edge of Existence fellowship programme to support early career conservationists globally. We also offer more focused skills-based courses, such as the IUCN conservation translocations course, marine mammal necroscopy demonstration, and camera trap data analysis. These courses are currently mostly linked to grant-funded projects, while some recover costs through fees.

Our teaching and training priorities in the areas of Undergraduate training, ECZM Residencies, and Professional training for 2025/26-27/28 include:

1. Ensuring that current and any future undergraduate teaching commitments recover costs
2. Exploring fundraising opportunities for stipend support to resume recruitment of WPH residents
3. Exploring a business case for adding at least one new regular fee-paying Continuing Professional Development (CPD) training course to our wider portfolio offering, on a topic linked to ZSL strategic priorities, potentially delivered in partnership with an existing CPD scheme, such as that provided by the Royal Society of Biology

TRACKING OUR ACHIEVEMENTS IN TEACHING

In 2025/26-27/28 we will continue to track our teaching achievements using the same suite of 10 KPIs that we have collected since 2020/21 (see Appendix B for full list). These include two Headline Indicators, **PhD Students** (the number of PhD students completed) and **Practitioners** (the number of practitioners trained), which we report each year in the IOZ Annual Review. Further information on IOZ's Headline Indicators is provided in Appendix C.

OUR TEACHING ACHIEVEMENTS WILL CONTRIBUTE TO THE FOLLOWING *ZSL RESTORING NATURE* 2030 GOAL

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

5. INSPIRING AUDIENCES TO CARE ABOUT AND BETTER UNDERSTAND WILDLIFE AND ITS CONSERVATION

Science communication and public engagement activities enable our Institute of Zoology (IOZ) staff and students to discuss research with public audiences and provide pathways to impact through policy and practitioner engagement. We are in a unique position to share our work with over 1.8 million people visiting ZSL's two conservation Zoos annually and our research informs Zoo exhibits and interpretation. Our work also contributes to ZSL's formal education programmes including to schools participating in ZSL's Education Access Scheme. Our public engagement with science is increasingly focused on traditionally underserved audiences, enabling us to gain insights and reflect on how people relate to and understand the ways in which science can benefit wildlife, people and the environment. We foster equality and diversity in science through inclusive, accessible programming and outreach, as well as encourage citizen scientists to participate in our research programmes. The full cost of ZSL's science communication, public engagement and outreach activities is met by income from ZSL's portfolio of scientific journals. Our science communication and public engagement activities focus on six key areas:

- **Science and Conservation Events and Symposia**
- **Public engagement and outreach**
- **ZSL Education Access Scheme**
- **Building capacity in science communication and engagement**
- **Citizen Science**
- **Engaged Research**

Here we summarise developments in our science communication and public engagement over the last three years and outline our priorities in 2025/26-27/28.

SCIENCE AND CONSERVATION EVENTS AND SYMPOSIA

Since September 2022, we have hosted 32 Science and Conservation Events (55% in person, 34% online, 11% hybrid) with an average of 178 attendees at each event. Lectures are recorded and uploaded to the ZSL Science and Conservation YouTube channel and engagement with the event's series is increased through YouTube Shorts. Science and Conservation Events form the basis of our Wild Science Podcast; 47 episodes have been produced to date, with over 39K unique downloads in the last three years. International Symposia provide opportunities for science and conservation professionals to share the latest research, support collaborations and create networking opportunities. Workshops associated with Symposia focus on priority setting, project development or outputs, including scientific papers and policy/position statements.

PUBLIC ENGAGEMENT AND OUTREACH

IOZ's public engagement aims to identify and remove barriers to entry and encourage young people from all backgrounds to consider careers in Science, Technology, Engineering, Mathematics, and Medicine (STEMM). Soapbox Science, our outreach platform for promoting women and non-binary scientists, transforms public streets into places for learning and scientific debate. Each event creates an opportunity for people who might not otherwise engage with STEMM to discuss science and be inspired by leading women and non-binary scientists. Our work with underserved audiences includes the award-winning Refugia programme, which focuses on co-created science engagement with people with lived experience of forced migration. Artwork

produced by participants of the Refugia programme was exhibited at the United Nations Convention on Climate Change COP29 in Azerbaijan in November 2024. Each year our staff and students participate in Biology Week and British Science Week delivering free online 'ZSL in Your Classroom' sessions, giving 2,200 students the opportunity to speak directly to our scientists. Alongside careers events, we provide opportunities for young people to gain skills and experience in science through supported research placement schemes, work experience and volunteering opportunities.

ZSL EDUCATION ACCESS SCHEME

IOZ staff and students work with Senior Learning Officers to embed science in ZSL's formal educational programmes and teaching resources. ZSL Education Access Scheme, launched in 2022, offers local schools and colleges in Camden, Westminster and L1 to L7 postcodes (Luton/Bedfordshire) unlimited term-time access to ZSL London and ZSL Whipsnade Zoos. In the past three years 149 schools have participated in the Education Access Scheme, supporting over 78,839 visits.

BUILDING CAPACITY IN SCIENCE COMMUNICATION AND ENGAGEMENT

We provide public engagement and science communication training for IOZ staff, students and others participating in our science events. From 2026, IOZ research and impacts will be a key focus for ZSL's Nature Communications Academy, which will enable young people to gain skills and experience in science communication.

CITIZEN SCIENCE

IOZ has a strong track record of working with citizen scientists to enable nationwide projects to run in the long-term that would otherwise be logistically and financially infeasible. For example, members of the public report sightings of sick and dead wild birds, amphibians, hedgehogs and reptiles to our Garden Wildlife Health project. Our citizen science projects also include sightings reported to the Cetacean Strandings Investigation Programme, Seabird Watch and the London HogWatch project.

ENGAGED RESEARCH

Many IOZ projects have a strong focus on engaged research, enabling stakeholder perspectives to inform all aspects of our work – from research design through to implementation, monitoring, and evaluation. However, we do not currently have a systematic overview of these engagement activities and how we can best support them. In 2025/26 we will carry out an audit of IOZ research in order to better understand engaged research methodologies, share best practice, and to support staff and students to integrate engaged research approaches throughout the research lifecycle.

Our science communication and public engagement priorities for 2025/26-27/28 include:

1. Sharing IOZ research and impact with public audiences through interpretation and public engagement at our Zoos, outreach activities, and ZSL's Education Access Scheme
2. Developing a policy engagement network and toolkit to support policy engagement
3. Fostering equality and diversity in science through inclusive, accessible programming with underserved and underrepresented audiences
4. Auditing engaged research at IOZ in order to share learnings, methodologies and best practice
5. Embedding IOZ science in ZSL's Nature Communications Academy course offer and activities

TRACKING OUR ACHIEVEMENTS IN ENGAGEMENT

In 2025/26-27/28 we will continue to track our engagement achievements using the same suite of 15 KPIs that we have collected since 2020/21 (see Appendix B for full list). These include two Headline Indicators, **Communicating our Science** (total reach, or 'opportunities to view', of IOZ messages) and **Engaging the Public** (the number of participants in science events and citizen science programmes), which we report each year in the IOZ Annual Review. Further information on IOZ's Headline Indicators is provided in Appendix C.

OUR ENGAGEMENT ACHIEVEMENTS WILL CONTRIBUTE TO THE FOLLOWING *ZSL RESTORING NATURE* 2030 GOAL

Creating Change
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

6. HOW WE WILL WORK IN IOZ TO ACHIEVE THE PLAN

The Institute of Zoology (IOZ) adopts a variety of structures and approaches that ensure the successful delivery of our research, impact, teaching and engagement activities while meeting UKRI requirements, relevant legislation, and best practice. These include:

- **a strong governance structure to oversee our four delivery pathways**
- **a research structure that facilitates and promotes interdisciplinary science and impact**
- **a research focus that creates a powerful critical mass of conservation scientists**
- **a rigorous approach to research integrity**
- **comprehensive ethical review of all research projects**
- **guidance and advice from our Independent Science Advisory Board**
- **initiatives to promote equality, diversity and inclusion**
- **initiatives to promote environmental sustainability**

In this Section, we describe these ways of working in IOZ. In Section 7, we will describe how IOZ works within wider ZSL.

IOZ GOVERNANCE

The IOZ is governed by its Science Management Team (SMT), overseen by ZSL's Director of Science, with an Independent Science Advisory Board acting in an advisory role (Fig. 2). The Director of Science also chairs the Promotions Panel Committee and is responsible for the Ethics Committee for Animal Research (ECAR) and its Animal Welfare and Ethical Review Body (AWERB) which meets our obligations under the Animals (Scientific Procedures) Act 1986.

The SMT has 12 members in addition to the Director of Science (Fig. 3). All SMT members occupy operational and/or strategic roles, as well as work together to support a range of operational and strategic groups, which in turn advise the Director of Science and SMT on policy and practice in these areas. Since 2023, the IOZ has operated a more transparent and equitable model of organisational management in which the majority of reporting and planning conversations traditionally held during monthly SMT meetings are now held in monthly Science Meetings, open to all staff and students. This new approach has increased information flow across the IOZ community to the benefit of all its members. The SMT now meets for a shorter session immediately following the Science Meetings to consider issues involving sensitive information or requiring additional dedicated discussion.

Outside the SMT, staff actively participate in the running of the IOZ in a variety of additional support roles (Appendix D). Such organisational citizenship helps to build our sense of community and increases organisational effectiveness.

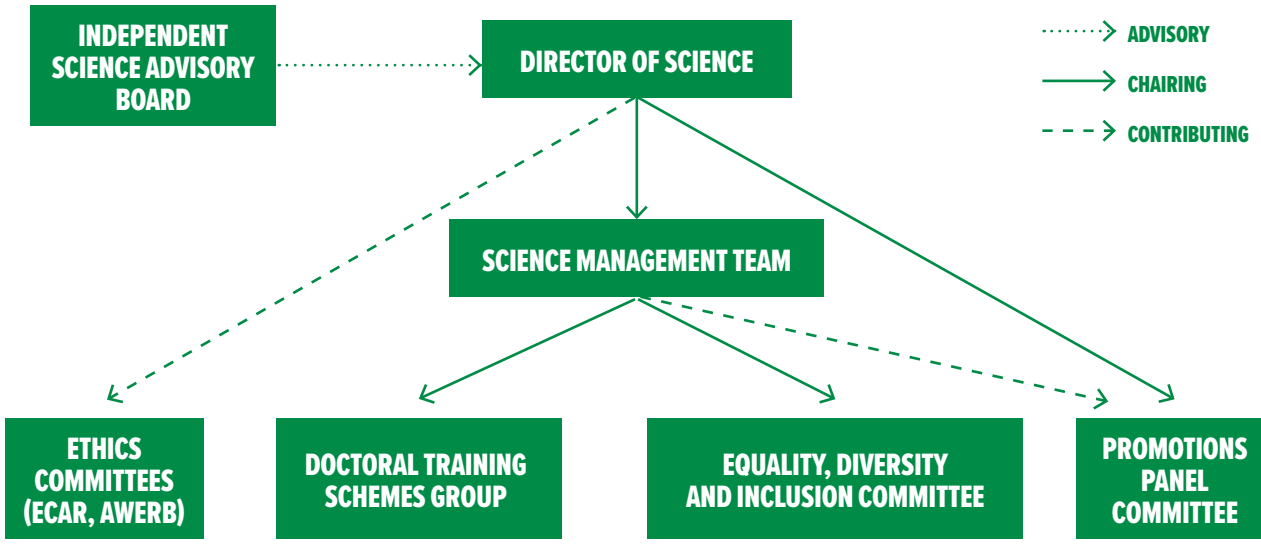


Figure 2. *The governance structure of IOZ*

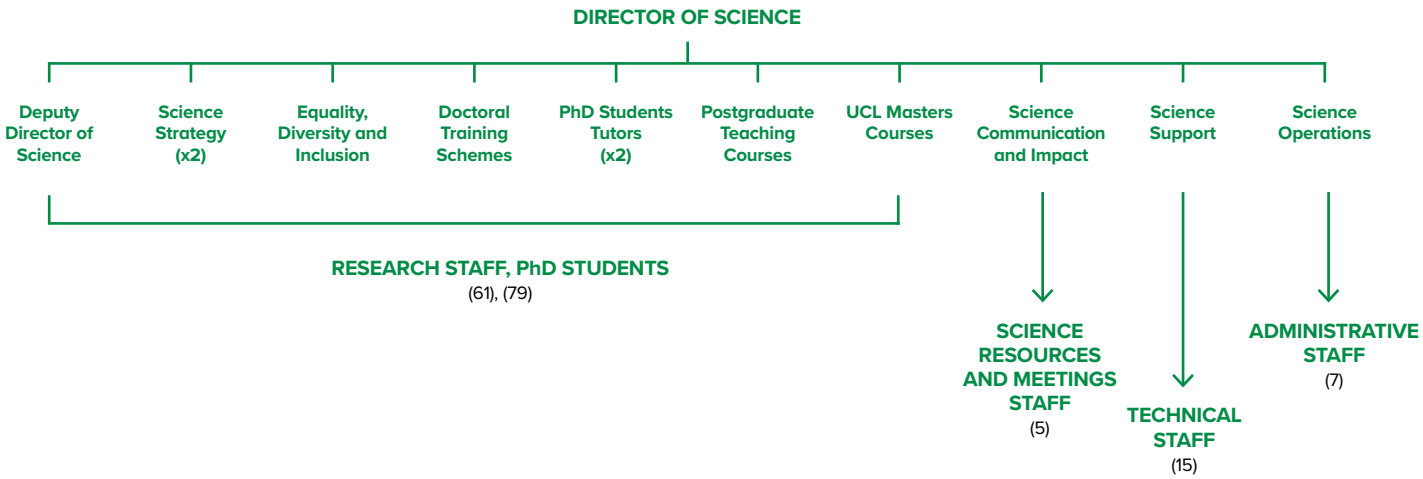


Figure 3. *IOZ's Science Management Team (SMT) roles and current numbers of staff and PhD students*

RESEARCH STRUCTURE

IOZ research and impact revolve around our five Conservation Challenges. However, most staff work across multiple Conservation Challenges and projects are typically multidisciplinary, e.g., projects on zoonoses involve both Wildlife and One Health in a Changing World and Coexistence between People and Wildlife research areas. Consequently, IOZ does not recognise discrete research groups. Similarly, staff line management is independent of the Conservation Challenges, creating a matrix approach where each staff member is free to run projects in multiple areas. This avoids the siloes of discrete research groups and encourages cross-disciplinary collaboration, an approach that puts IOZ in a strong position to strengthen multidisciplinary approaches to conservation science.

The success of our approach is illustrated by the observation that the majority of IOZ staff conduct projects in at least two Conservation Challenges (Fig. 4), with each project typically involving two staff members (analysis of 165 projects live in August 2025, mean: 2 staff members, range 1–7). As a result, nearly half of our research papers (43% of publications over the last 3 years) inform our understanding of multiple Conservation Challenges (Fig. 5).

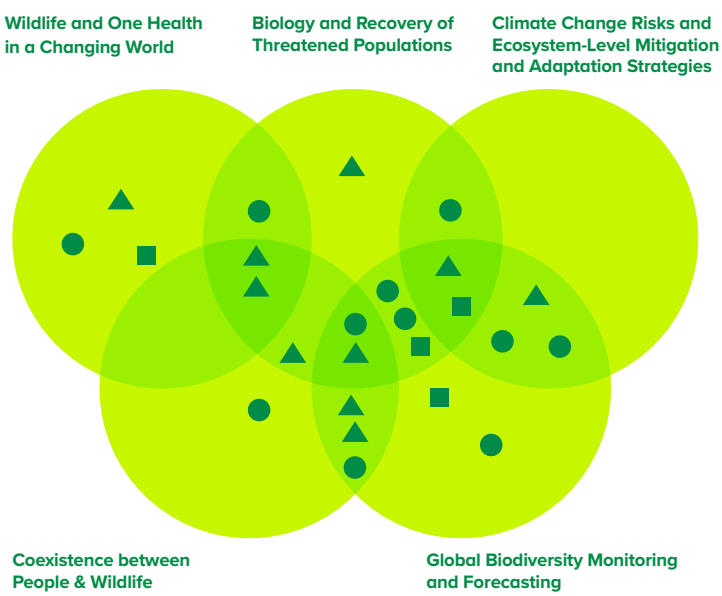


Figure 4. *Distribution of current Research England-funded academic staff across Conservation Challenges: Professors (triangles), Senior Research Fellows (squares), and Research Fellows (circles). Note this plot only shows the principal subset of potential overlap between Conservation Challenges, rather than all possible combinations.*

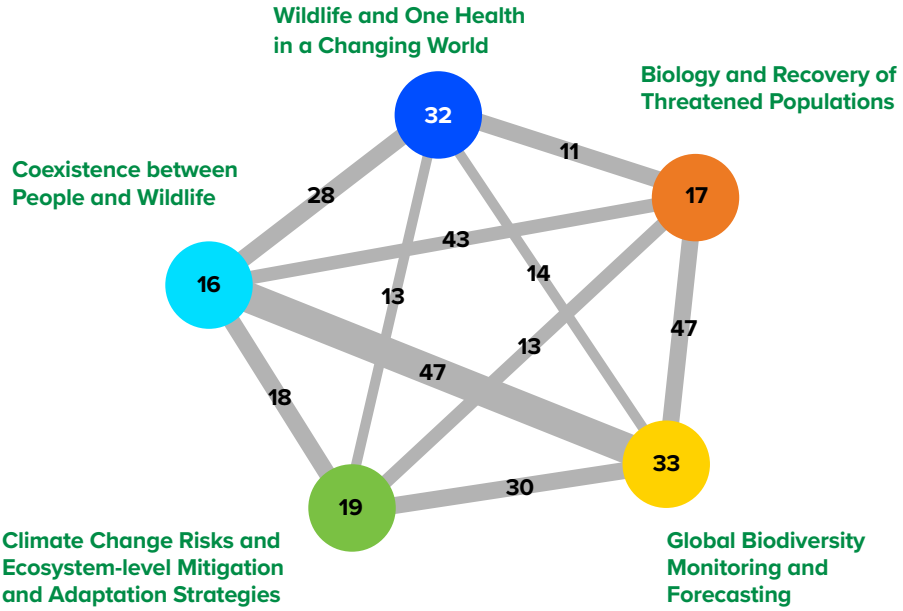


Figure 5. *Distribution of scientific publications across Conservation Challenges published over the last three years by current Research England-funded academic staff. Circles represent Conservation Challenges, with numbers in circles indicating the number of publications which addressed only that Challenge. Lines between circles represent a publication that addressed those two Conservation Challenges and line thickness (and associated numbers) represent the number of times (i.e., publications) where this occurred, e.g., Biology and Recovery of Threatened Populations and Coexistence between People and Wildlife simultaneously occurred in 43 publications. Note: if one publication addressed 3 Challenges then it would be represented by 3 lines; 4 Challenges by 6 lines; 5 Challenges (which does happen) by 10 lines.*

RESEARCH FOCUS

IOZ researchers enjoy academic freedom while working within the framework set out by the IOZ Business Plan and ZSL Strategy. New research projects proposed by staff members are approved through the ZSL Projects Database and signed off by the line manager and Director of Science. Further input on research direction is provided by the Performance Advisory Committees (PACs) which guide career progression for all our research staff. IOZ's research focus also guides the appointment of new research staff, who are recruited according to our research priorities as set out in the IOZ Business Plan. ZSL's Independent Science Advisory Board (ISAB) provides further independent scrutiny of our research direction, including the approval of the IOZ Annual Reviews prior to submission to Research England.

RESEARCH INTEGRITY

IOZ researchers are expected to follow best practice guidance outlined in the UKRI Code of Practice for Research and The Concordat for Research Integrity, and must carry out research with honesty, rigour, transparency and openness, and with care and respect for those involved in research. IOZ's standards for research integrity are outlined in the IOZ Code of Practice for Research, which signposts to other relevant policies on the ZSL Intranet, including the IOZ Misconduct in Research Policy, the ZSL Use of Animals in Research Policy, Conflicts of Interest Policy and Data Protection Policy. ZSL's Use of Animals in Research Policy explains the circumstances in which research involving the use of animals may be undertaken by staff and students, and the ethical and animal welfare principles and review processes that must be observed. IOZ researchers follow the principles of the National Centre for Replacement, Refinement and Reduction of Animals in Research (NC3Rs) ARRIVE guidelines 2.0 and we align our work with the UK Government's commitment to create a science-led approach to reduce the use of animals in the biosciences. As an HEI, we submit an annual report on Research Integrity to the UK Committee on Research Integrity.

OPEN RESEARCH

IOZ staff and students are expected to adopt the principles of open research by sharing outputs, including publications, protocols, methodology, software, data and code, as early as possible in the research process. Journal papers are published Open Access in line with funder requirements and when transformative agreements and grants allow. Research outputs are deposited in UCL Discovery in accordance with UKRI policy on Open Access, and data are shared via repositories, such as Dryad. The extensive collection of software developed from IOZ's Long-term Programme on conservation genetics is freely available on the ZSL website, with the most popular program, COLONY, downloaded 2000 times per year. Our commitment to open research aims to improve research efficiency, transparency and integrity, and stimulate high-quality research by enabling our work to be repurposed, replicated and reused.

RESEARCH ETHICS

Ethical review for research involving animals is provided by ZSL's Ethics Committee for Animal Research (ECAR). The ECAR reviews research projects which are not regulated by ASPA, the Animals (Scientific Procedures) Act 1986 Amendment Regulations 2012, and provides advice to the ZSL Director overseeing the research. Where the work requires a UK Home Office licence, there is a legal requirement for it to be reviewed by ZSL's Animal Welfare and Ethical Review Body (AWERB). The AWERB is effectively a sub-committee of the ECAR. Although the AWERB focuses on research carried out in the UK, and that meets standards set by the UK Home Office, the ECAR considers proposals for projects performed outside of the UK, where the research must conform to the legal and ethical practices in that country, as well as to the ethical standards required in the UK. Both committees comprise expert and lay external members alongside appropriate representatives from ZSL. Contact details for the Secretary to the ECAR are provided on the ZSL Intranet, along with details for administrative or process queries relating to ethical review. Condensed minutes of ECAR meetings are shared with all staff and students via the ZSL Intranet. Ethical review for research involving human participants is provided by ZSL's Human Ethics Committee, which ensures that research involving humans is carried out legally, safely, consensually, and transparently. This includes reviewing appropriate guidelines and legislation, ensuring that the correct processes and trainings have been considered in the development of the project, and that participants are taking part with a full understanding of the aims and outputs of the work and how any data they provide will be used.

INDEPENDENT SCIENCE ADVISORY BOARD

Over the past three years IOZ has benefitted from the advice of the Independent Science Advisory Board (ISAB). The ISAB provides advice to the Director of Science on the strategy, academic policy, quality of science, and development of the Institute of Zoology. The Board comprises the Chair of ZSL Council, the Dean of UCL Life Sciences, the Principal of the Royal Veterinary College, and a further seven independent members drawn from across the academic, conservation, and public engagement sectors, nationally and internationally (Appendix E). The ISAB meets twice per year. Over the past three years we have benefitted from ISAB's advice and guidance on a range of topics, including the development of a Theory of Change for IOZ, and expert insights on alignment of research with UK national policy. Recently, the Terms of Reference for the ISAB have been updated, and new Board members have been appointed to replace Board members whose terms have completed. Our priorities for 2025/26-27/28 include:

1. Reviewing ISAB communications and meeting structure to ensure that ISAB is able to fulfil its advisory function
2. Enabling ISAB to support IOZ's Research England Funding Review process by providing feedback on IOZ's use of Special Funding
3. Continuing follow-up meetings with individual ISAB members who have offered to advise us in their specific areas of expertise

EQUALITY, DIVERSITY AND INCLUSION

IOZ established its Science EDI Committee in 2015 to initiate its application for an Athena Swan Bronze award, which recognises actions to support and transform gender equality within higher education and research; we received this award in 2018. The Science EDI Committee is primarily composed of IOZ academic staff with student representatives and relevant colleagues from across ZSL, and works on science-related EDI issues according to best practice for UK academic institutions. The Committee has been supported by a Science EDI Administrator since 2020. It works in close alignment with the ZSL EDI Committee, established in 2020, and ZSL's EDI Strategy.

Over the past three years, IOZ has been implementing an EDI action plan centred around four strategic pillars directly relevant to the functioning of a higher education institution: Inclusive and Diverse Representation, Transparent and Equitable Science, Outreach and Engagement, and Oversight and Accountability. This work has been led by the Science EDI Committee and supported by our full-time EDI Administrator, allowing for sustained and embedded progress across the IOZ. A significant focus was placed on developing training for staff and students on decolonising science and conservation—an area that will continue to evolve in response to emerging needs and ideas. We have

also prioritised hearing from our community, using Science EDI forums, anonymous feedback forms, and departmental surveys on wellbeing, supervision, and performance management to ensure our efforts remain grounded in what our people need. Our commitment to working across ZSL has remained strong, collaborating with HR, Health and Safety, and our Equality Networks on matters arising.

Building on this foundation, a new EDI action plan for Science has now been developed (Appendix F), which expands our support for students, enhances the accessibility of IOZ work, and promotes the adoption and sharing of best practices across ZSL. This next phase of work sits alongside the upcoming ZSL EDI Strategy and introduces several new initiatives aimed at strengthening our inclusive culture. Our priorities for 2025/26-27/28 include:

1. Increasing training, development, and financial support opportunities for PhD students
2. Creating guidance on inclusive authorship for scientific publications
3. Starting a Climate Resilience Network, a designated space to discuss environmental challenges and develop resilience strategies
4. Supporting initiatives which develop the talent pipeline of adults in science
5. Bringing together accessible resources for supervisors and managers on supporting staff and students with disabilities and/or those who are neurodivergent

TRACKING OUR ACHIEVEMENTS IN EQUALITY, DIVERSITY AND INCLUSION

In 2025/26-27/28 we will continue to track our EDI achievements using the same suite of 11 KPIs that we have collected since 2020/21 (see Appendix B for full list). These include two Headline Indicators, **Supporting Women** (the % of senior researchers identifying as women) and **Supporting Ethnic Minorities** (the % of IOZ researchers from UK ethnic minority groups), which we report each year in the IOZ Annual Review. Further information on IOZ's Headline Indicators is provided in Appendix C.

ENVIRONMENTAL SUSTAINABILITY

In 2023, as part of ZSL's ongoing commitment to environmental sustainability, an IOZ Carbon Management Committee was established. Composed of academic staff and students, and working in alignment with ZSL's Environmental Sustainability Plan, the committee actively seeks ways of reducing our environmental impact whilst maintaining our ability to produce impactful science. In 2024, the committee published its first carbon emissions report for IOZ, which brought together all the available data on greenhouse gas emissions associated with the activities of our staff and students. In the same year, we also created a specific travel policy which provides transparent criteria to help staff and students reduce travel-related carbon emissions. Now, we are expanding this work, recognising the importance of addressing environmental impacts beyond greenhouse gas emissions. We have developed a Sustainability Action Plan to guide this effort (see Appendix G). The Action Plan is aligned with the UKRI Environmental Sustainability Concordat, ensuring that IOZ follows best practices in sustainability in the academic sector. It will help us document excellence in our approach to environmental sustainability, which will play an important role in our REF2029 submission. The IOZ Sustainability Action Plan is also aligned with the new ZSL Strategy, which embeds environmental sustainability as a key component of ensuring organisational resilience and will serve as a test case for developing and trialling approaches and methodologies before they are adopted in other departments across ZSL. To support this, the Action Plan ensures close alignment with related work across ZSL, including the ZSL Decarbonisation plan working group. The implementation of this Action Plan will be led by the IOZ Sustainability Committee, which evolved from the Carbon Management Committee with a wider remit. Our priorities for 2025/26-27/28 include:

1. Creating a robust monitoring and governance structure to support environmental sustainability efforts at IOZ
2. Reducing environmental impacts from research carried out in laboratories and animal rooms
3. Improving our understanding of the environmental impact of IT and data processing
4. Reducing barriers to choosing low carbon travel options.

7. HOW IOZ WILL WORK WITHIN ZSL TO ACHIEVE THE PLAN

The Institute of Zoology (IOZ) is the research division of ZSL. The IOZ's position as a Higher Education Institution integrated into an international conservation NGO creates exceptional opportunities for IOZ staff and students to work alongside wildlife conservation professionals, as well as to access ZSL's Zoos, providing experiences that go beyond their immediate academic disciplines. To capture such opportunities, IOZ and wider ZSL colleagues work together through a variety of initiatives and structures, and constantly seek new approaches to support cross-directorate collaboration. These include:

- **a ZSL governance structure that integrates IOZ at the highest level**
- **the joint development and implementation of ZSL strategy**
- **opportunities for codesign and collaboration across individuals, projects, and programmes**
- **opportunities for enhancing teaching and engagement**
- **the mutual amplification of conservation impacts**

Such approaches have transformed IOZ and wider ZSL over the last decade, ensuring that IOZ science delivers the greatest possible impact and ZSL's impact has the strongest possible science base. Over the next three years we look forward to building on this progress and expanding it further as we continue to work towards our shared aspiration of maximal conservation impact through scientific excellence.

In addition to ZSL's overarching strategy, clear underpinning policies, working practices, and procedures are in place for all ZSL staff, including those in IOZ. United by our passion for nature, scientific approach, and pioneering spirit, we work as one united ZSL team, across multiple disciplines and nations and with aligned values and ambitions, to lead conservation, shape agendas and influence change to protect and restore nature. In this Section, we describe these ways of working with wider ZSL.

ZSL GOVERNANCE

The governing body of ZSL is ZSL Council, which delegates the day-to-day management of ZSL to the Chief Executive Officer and eight other members of the Executive Committee (Figure 6). One of those eight is the Director of Science, whose role includes the leadership of IOZ. The presence of the Director of Science on ZSL's Executive Committee ensures that IOZ and its science research outputs are represented in strategic and operational discussions at the highest level. Importantly, it also facilitates the integration of IOZ's activities across ZSL, to the mutual benefit of IOZ and wider ZSL colleagues.

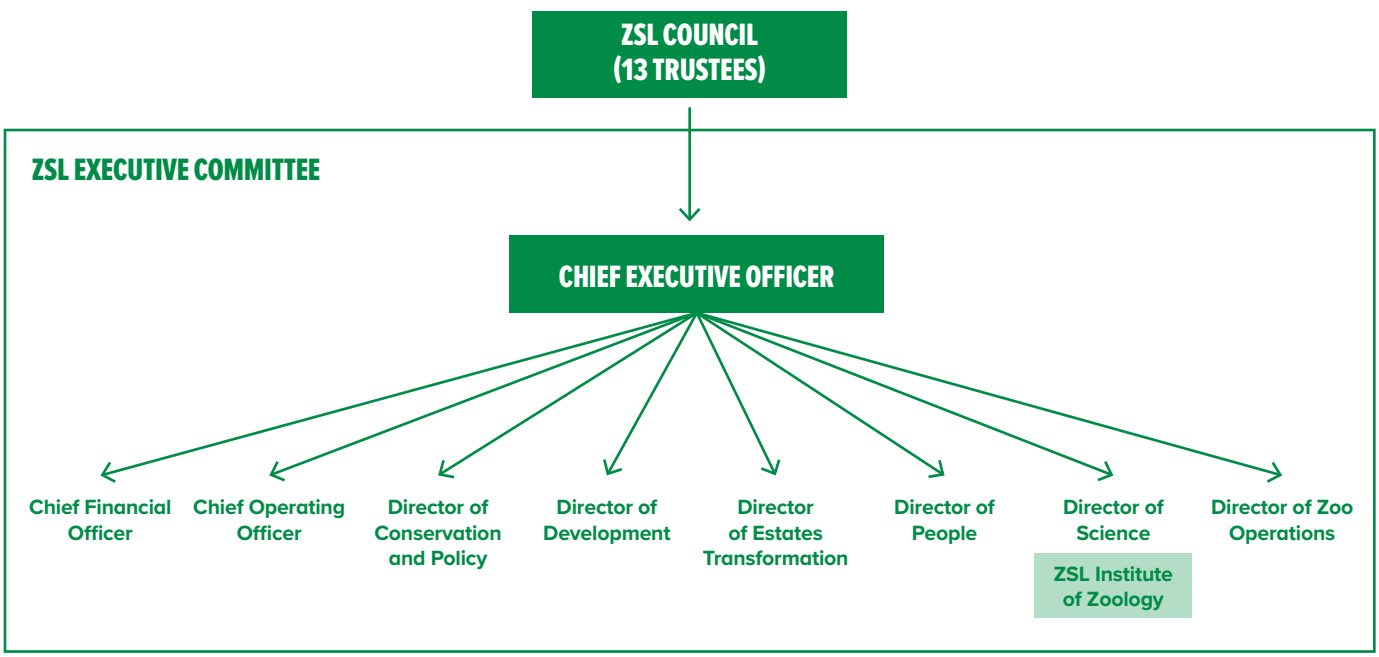


Figure 6. *The governance structure of ZSL and position of IOZ*

DRIVING ZSL STRATEGY

Over the last decade, IOZ and wider ZSL strategy has coevolved. The forerunner of ZSL's Recovering Nature strategy, ZSL200 (launched in 2018), identified three priority areas (Wildlife Back from the Brink, Wildlife and People, Wildlife Health) which mapped directly onto three of IOZ's five Conservation Challenges (Biology and Recovery of Small Populations, Coexistence between People and Wildlife, Wildlife Health) while the two remaining Conservation Challenges (Global Biodiversity Monitoring, Mitigating and Adapting to Climate Change) contributed cross-cutting knowledge across all three Priority Areas. After 2018, the IOZ's 3-year Business Plans (2019/20, 2022/23) continued this alignment. Building on ZSL200, Recovering Nature (launched in 2025) identifies four impact areas that are aligned with the IOZ's four delivery pathways (Figure 1). The coevolution of IOZ and ZSL strategy creates exceptional opportunities for IOZ science to power ZSL, and for ZSL to amplify IOZ's impact. IOZ continues to help drive ZSL strategy in multiple ways:

- Work in ZSL's four Impact Areas is coordinated by four **Strategy Steering Groups**, each of which meets regularly to support the delivery of ZSL's strategic goals in that area. IOZ staff serve on all four Steering Groups, ensuring maximal integration between IOZ and wider ZSL work towards our joint *Restoring Nature* strategic goals.
- ZSL's work in its Impact Areas is further supported by five **Enabling Plans** covering People and Culture, Data and Systems, Operational Effectiveness, Estates Transformation, and Income Development. The first three of these five Plans have an associated steering group, each of which includes IOZ staff as members, while the latter two Plans involve project-specific groups into which IOZ staff provide input as needed.
- ZSL has identified 60 **Priority Species** for dedicated population recovery action: 7 of the 12 priority mammals, 5 of the 8 priority birds, and 5 of the 9 priority reptiles and amphibians are species studied by IOZ staff and students, as well as several fish and invertebrate priority species. Ten of these 17 priority terrestrial vertebrates under study are also the focus of IOZ Long-term Programmes (Appendix A).
- ZSL has identified 10 **Priority Regions** where it is building on a long history of conservation impact, strong partnerships and proven ability to work in the regions. IOZ staff and students work in 7 of these 10 priority regions.

CODESIGN AND COLLABORATION

Collaboration between IOZ and wider ZSL colleagues on shared research and impact activities is facilitated by joint staff appointments and the recent introduction of the IOZ Research Associates scheme. These initiatives promote the development of joint projects and larger joint programmes.

- **Joint Appointments.** We have recently initiated a programme of joint staff appointments involving split roles between IOZ and other ZSL directorates to maximise our research and impact synergies. In the recent recruitment of four new IOZ Research Fellows (2024), two were joint appointments with the Conservation & Policy (C&P) Directorate. Both Research Fellows have a 50/50 split in their roles and develop work that is closely integrated with C&P programmes as well as acting as key liaisons between our respective teams. A third joint appointment in 2023 involved a researcher-practitioner role in ZSL's Extinct in the Wild programme, split three ways across IOZ, C&P, and the Zoos, exemplifying the opportunities for co-working across ZSL.
- **IOZ Research Associates.** In a similar new initiative, ZSL scientific colleagues whose roles are located in other parts of the organisation, such as Programme Leads in C&P and Curators in the Zoos, will be invited to become Research Associates of IOZ. The Research Associate positions will strengthen opportunities for collaboration in research and impact between IOZ and wider ZSL colleagues.
- **Joint Projects.** IOZ staff and students collaborate closely in their research with ZSL colleagues in both C&P and the Zoos. Such collaboration ensures that IOZ research is meeting the needs of conservation practitioners and that ZSL impact is science-based.
  - One fifth (20%) of the 186 live research projects (Sept 2025) led by IOZ staff included between 1-3 staff from across ZSL
  - One in every 11 research papers by IOZ staff (published over the last three years) included a wider ZSL co-author
- **Joint Programmes.** In addition to individual research projects, IOZ staff and students also co-design and collaborate on larger programmes of work with colleagues in C&P and the Zoos. These joint programmes involve multiple projects integrating conservation science and impact at an international scale. These flagship ZSL programmes include:
  - The Indian Ocean Marine Science Programme, since 2017
  - The Extinct in the Wild Programme, since 2023
  - The Western Congo Basin Programme, since 2024

ENHANCING TEACHING AND ENGAGEMENT

Collaboration between IOZ and wider ZSL colleagues enhance shared teaching and engagement programmes, benefitting our PhD and masters students, as well as school students and the general public, respectively.

- **Joint Teaching.** ZSL colleagues contribute unique practitioner perspectives alongside IOZ staff to deliver quality teaching and training, including through the co-supervision of PhD students, supervision of student projects on IOZ masters courses, and leadership and delivery of lectures and modules on masters courses.
  - Over 10% of IOZ PhD students benefit from a ZSL colleague as co-supervisor, with many other PhD students benefitting from informal advice on specific aspects of their projects
  - ZSL colleagues act as module leaders on three of nine modules on the MSc courses in Wild Animal Biology and Wild Animal Health, and at least 20 ZSL colleagues contribute to those modules led by IOZ staff
- **Joint Engagement.** IOZ works closely with ZSL's Curators, Event and Engagement, and Conservation Education teams to maximise the opportunities to communicate our science and impact to the general public, including over 1.8 million people who visit ZSL's two conservation zoos annually.
  - IOZ staff and students work with the Senior Learning Officers to embed science in ZSL's formal educational programmes and teaching resources, including ZSL's Education Access Scheme and ZSL Scientist in Your Classroom
  - New Zoo exhibits present an exceptional opportunity to communicate the science and impact IOZ achieves in collaboration with ZSL colleagues. The most recent example is The Secret Life of Reptiles and Amphibians (opened 2024) which showcases our joint research on the diseases driving global amphibian declines and the conservation of iconic taxa such as the Chinese giant salamander

AMPLIFYING IMPACTS

Two ways in which IOZ and ZSL work together to amplify our joint impact is through ZSL's 'Communities of Practice' and the 'Policy and Campaigns' team. IOZ also works with wider ZSL colleagues to strengthen scientific capacity across the organisation.

- **Communities of Practice.** C&P hosts ZSL-wide Communities of Practice (CoPs) that bring together colleagues sharing a common concern, set of problems, or interest in a topic, in order to learn from each other and improve their knowledge and skills, both individually and collectively. A key goal is to understand the science on a given topic and to share best practice to maximise conservation impact. Each CoP has an organising committee, meets regularly, and has a shared workspace on MS Teams. CoPs provide an invaluable opportunity for IOZ scientists to hear from ZSL practitioners where more research is needed, and for ZSL colleagues to hear about IOZ science and its potential applications. Current ZSL CoPs co-organised by IOZ and C&P colleagues and/or which involve IOZ staff and student members include: FAIRER Conservation (prioritising justice and inclusion in conservation); Human-Wildlife Conflict and Coexistence; Urban Nature; Wildlife Monitoring; and Wildlife Use, Trade, and Crime.
- **Policy support.** ZSL has an active policy programme coordinated by its Policy and Campaigns team located in C&P. Co-working between IOZ staff and students with ZSL colleagues on national and global policy issues helps to support IOZ research to achieve policy impact, while simultaneously ensuring that ZSL policy is science-based. The Policy and Campaigns team host the ZSL Policy Leadership Group, which includes several IOZ staff as members. The team also coordinate and prepare ZSL delegations, including IOZ staff and students, for international policy meetings. These include the UN Framework Convention on Climate Change (UNFCCC), the Convention on International Trade in Endangered Species (CITES), and the Convention on Biological Diversity (CBD).
- **Strengthening scientific capacity.** Outside IOZ, many ZSL staff carry out scientific research and develop evidence-based approaches to conservation problems in their roles. This work is often carried out in collaboration with IOZ staff and students, but not always. In order to support wider ZSL capacity in conservation science and practice, IOZ adopts a variety of approaches:
  - Seminars by external speakers on IOZ's 'Science for Conservation' seminar series are advertised to wider ZSL colleagues
  - IOZ holds an annual two-day ZSL 'Science and Conservation Conference' to bring together staff and students from all areas of ZSL to share their research and to network, collaborate and socialise
  - IOZ is currently exploring the possibility of establishing an online portal where colleagues undertaking research in ZSL's Country Offices (e.g., Kenya, Nepal, Philippines) can post queries and ask advice from IOZ staff and students to support that work, for instance on data collection methods, analytical techniques, and recent relevant papers.

8. HOW WE WILL WORK WITH EXTERNAL PARTNERS TO ACHIEVE THE PLAN

The Institute of Zoology (IOZ) currently works with 292 partner organisations in 44 countries around the world. These partners provide vital support and collaboration, strengthening our research, impact, teaching and engagement activities. Our partners are extremely diverse and include:

- **our key academic partners, University College London (UCL) and the Royal Veterinary College (RVC)**
- **other universities and independent research organisations**
- **government organisations (GOs) and public bodies**
- **non-governmental organisations (NGOs)**
- **private companies, trade associations, and other parties**

Here we provide an overview of the relationships between IOZ and its partners, which we will continue to build over the next three years.

KEY ACADEMIC PARTNERS

The IOZ's two main academic partners are UCL and RVC. New Memoranda of Understanding (MOUs) have recently been signed with both institutions, with UCL in July 2025 and the RVC in July 2024. Our partnership with UCL includes:

- **Collaborative research and impact.** IOZ and UCL staff collaborate on research projects and co-supervise PhD students across multiple UCL departments, including Genetics, Evolution and Environment (GEE), Anthropology, and Geography. In addition, IOZ and UCL, together with Birkbeck, make joint submissions to the Research Excellence Framework (REF). In REF2021, two of IOZ's five Impact Case Studies, on 'Biodiversity indicators to inform international policy' and 'Understanding disease spillover from wildlife to improve public health outcomes', were jointly authored by IOZ and UCL collaborators. IOZ and UCL are currently preparing for our joint submission to REF2029.
- **Shared research support.** IOZ and UCL staff benefit from a shared internal peer-review process for new NERC/BBSRC grant applications. In addition, the Head of Department of GEE sits on the IOZ Promotions Panel, ensuring that IOZ academic progression is fully aligned with UCL.
- **Postgraduate research training.** IOZ and UCL staff have an outstanding record of shared PhD student supervision across departments. Together we were co-founders of the 'London NERC Doctoral Training Partnership' and its successor the 'Training, Research & Equity in Environmental Sciences Doctoral Landscape Award' (TREES DLA) that UCL leads. Overall, IOZ staff co-supervise more PhD students from UCL than any other university.
- **Postgraduate taught courses.** IOZ and UCL have jointly run the MRes 'Biodiversity, Ecology, and Conservation' since 2013, and MSc 'Biodiversity and Global Change' since 2021, with three new courses in the last three years. IOZ staff deliver entire modules, contribute to those run by others, and supervise masters projects.
- **Joint academic appointments.** In recent years IOZ and UCL have co-funded and co-hosted UCL-ZSL Springboard Fellows, 3-year fellowships for outstanding early career researchers working in conservation science. Plans are currently in development for IOZ and UCL to offer a jointly funded PhD studentship in conservation science.
- **Appointment of IOZ staff to Honorary positions.** IOZ staff receive honorary appointments at UCL, which grant vital access to UCL Library Services (including electronic journals) as well as UCL's Research Staff Development Programme. IOZ staff also benefit from access to UCL's institutional open access repository, UCL Discovery.

Our partnership with RVC includes:

- **Postgraduate taught courses.** IOZ and RVC staff have a long history of shared masters student teaching, with the joint development and delivery of the MSc Wild Animal Health since 1994, and the MSc Wild Animal Biology since 2003. IOZ staff deliver entire modules, contribute to those run by others, and supervise masters projects.
- **Residencies for veterinary graduates.** Since 2015, IOZ and RVC have also jointly delivered the three-year ECZM Residency in Wildlife Population Health.
- **Appointment of IOZ staff to Honorary positions.** Several IOZ staff have been granted honorary positions at RVC.

UNIVERSITIES AND INDEPENDENT RESEARCH ORGANISATIONS

IOZ's academic partners are vital collaborators in our research and impact, both in the UK and globally. The joint supervision of PhD students, and delivery of lectures on courses run by our university partners, also make an important contribution to IOZ's teaching activities.

- IOZ partners with 32 UK universities and 85 universities overseas. UK university partners include Bristol, Cambridge, Imperial College, Liverpool, Oxford, and Reading. International university partners include >40 in the Global South, for instance Hainan University, China; Makerere University, Uganda; Nelson Mandela University, South Africa; University of Abomey-Calavi, Benin; University of Dar Es Salaam, Tanzania; and University of Sao Paulo, Brazil.
- We also partner with 9 UK and 24 international independent research organisations. In the UK, these include the Centre for Ecology and Hydrology and the Wellcome Sanger Institute. Internationally, in the Global South, they include the Asociación Ranita de Darwin, Chile; Chengdu Institute of Biology, Chinese Academy of Sciences; Gobabeb Namib Research Institute, Namibia; and Kenya Wildlife Research and Training Institute.

GOVERNMENT ORGANISATIONS (GOs) AND PUBLIC BODIES

IOZ staff and students work closely with GOs and public bodies in order to develop impactful science. In the UK, our work with government is often under contract and involves IOZ scientists tackling research questions and finding evidence-based solutions that support UK government decision-making, policy development, and management approaches in conservation. Our work with international governments similarly seeks to provide support for best practice in conservation policy and management. This can include the IOZ's development of research facilities, such as the Galapagos Genetics, Epidemiology and Pathology Laboratory which led to the establishment of the Galapagos Biosecurity Agency by the Ecuadorian government.

- In the UK, IOZ staff and students work with 12 GOs, including the Animal Plant and Health Agency; Department for Environment, Food and Rural Affairs; Foreign, Commonwealth and Development Office; Natural England; Nature Scotland; and the UK Health Security Agency, among other government organisations. Public bodies include the Natural History Museum; Kew Gardens; and The Royal Parks.
- Internationally, we partner with 14 GOs. In the Global South, these include the Department of Wildlife and National Parks, Botswana; Direction des Parcs Nationaux, Senegal; Forestry Service, Mauritius; Kenya Wildlife Service; and Ministry of Environment, Chile.

NON-GOVERNMENTAL ORGANISATIONS (NGOs)

Conservation NGOs are critical partners across IOZ's work. NGOs are frequently involved in the co-design and implementation of IOZ research projects, and play an important role in accelerating the findings of that research into real-world impact. In addition, our NGO partners frequently help to facilitate our training of conservation practitioners and to support our engagement activities. These partnerships can thus be highly productive for both parties.

- In the UK, IOZ partners with 34 NGOs, including the Blue Marine Foundation; British Hedgehog Preservation Trust; Durrell Wildlife Conservation Trust; Froglife; People's Trust for Endangered Species; Royal Society for the Protection of Birds; Wildfowl and Wetlands Trust; World Wide Fund for Nature-UK; and multiple Wildlife Trusts including Devon, Norfolk, and Sussex.
- The IOZ also partners with 56 NGOs internationally. In the Global South, these include Conservation South Luangwa, Zambia; Fundacion Terra Austral, Chile; Giraffe Conservation Foundation, pan-African; Green Camel Bell, China; Mauritian Wildlife Foundation; Nature Conservation Foundation, India; Nature Seychelles; and Panthera Senegal.

PRIVATE COMPANIES, TRADE ASSOCIATIONS, AND OTHER PARTNERS

The IOZ also partners with a variety of other organisations, both in the UK and internationally, whose collaborations can help to strengthen our research, impact, teaching and engagement activities. In the UK, these include the National Farmers Union; South East Water; and Teledyne Photon Machines.

APPENDIX A

IOZ LONG-TERM PROGRAMMES

CONSERVATION CHALLENGE	PROGRAMME	DESCRIPTION	YEAR INITIATED	DELIVERABLES
Biology and Recovery of Threatened Populations	Mauritius birds recovery programmes	Ecology and conservation of threatened bird species/populations in Mauritius	1987	Long-term ecological data on known individuals in a changing environment; scientific evidence to inform in-country conservation management; global best practice in reintroduction biology and endangered species management
	Hihi Recovery Programme	Ecology and conservation of New Zealand's Hihi	1991 onwards	Long-term ecological data on known individuals in a changing environment; scientific evidence to inform in-country conservation management; global best practice in reintroduction biology and endangered species management
	Hainan gibbon conservation programme	Ecology and conservation of the world's rarest ape	2010 onwards	Field-based data collection, including use of conservation technologies and ecological+social-science methods, to develop conservation evidence-base; scientific evidence used to inform in-country conservation management and emergency response actions
	Managing group breeding captive populations without individual pedigrees	Develop protocols, theory and software for genetically managing group breeding populations, using *Partula* (endemic snail) as case study	2003 onwards	Conceptual framework; population genetics-based model and methodology; software tool; application to *Partula* data
	Inferring population parameters from marker data	Developing population genetics models and statistical methods for marker data analysis in understanding basic population parameters such as population size and migration rates	2002 onwards	Software tools developed for estimating population size, migration rates, relatedness and inbreeding
	Tiger conservation and ecology in India and Sumatra	Pan-India and Sumatra tiger and co-occurring large mammal conservation	2002 onwards	Developed camera-trap monitoring methods to estimate abundance of tiger prey species with Wildlife Institute of India; acted as international observers for tiger conservation programme in India in 2006 and 2019; scientific evidence to understand and address human vs tiger conflict in and around oil palm plantations in Sumatra
	Serengeti Cheetah Project	Longest ongoing study of individually recognised cheetah in the wild	1991 onwards (records from 1974-1990 collected prior to IOZ anagement)	Long-term movement, behavioural and demographic data on known individuals to inform conservation and management

CONSERVATION CHALLENGE	PROGRAMME	DESCRIPTION	YEAR INITIATED	DELIVERABLES
Biology and Recovery of Threatened Populations	Samburu Laikipia Wild Dog Project	Long-term monitoring of African wild dogs to understand anthropogenic impacts on their survival and reproduction	2001 onwards	Long-term movement and demographic data on wild dog packs living in a multiple-use landscape that informs conservation planning action throughout Africa
	Inferring status of small populations using local ecological knowledge	Developing standardised social-science methods to collect and analyse data to understand presence/absence, population trends, local extinction events and key threats in species too rare to detect using standard ecological field methods	2008	Conceptual framework and practical fieldwork and analytical toolkits; scientific evidence used to establish conservation baselines for otherwise poorly known threatened species in numerous global conservation-priority systems; scientific evidence used to inform in-country conservation management
	Chinese Giant Salamander Project	A collaborative project between ZSL staff and Chinese conservationists to conduct species identification and distribution and threat assessments, and to identify and implement conservation actions for Chinese giant salamanders	2010 onwards	First International Conservation Workshop held for the Chinese Giant Salamander (CGS). First range-wide physical and questionnaire surveys of CGS conducted, and the first robust dataset of population distribution, and threats produced. Identified that the CGS actually comprises at least seven, distinct species and resurrected the Southern CGS, Andrias sligoi. Public Awareness campaigns in China reached an estimated 1.5 million people. First CGS Conservation Action Plan produced.
	Yangtze cetacean conservation	Understanding extinction and recovery strategies for the world's most threatened freshwater cetaceans	2005 onwards	Scientific evidence to understand extinction dynamics and drivers (ecological+social-science methods), and how to disentangle effects of interacting threats in complex social-ecological system; scientific evidence used to inform in- country conservation management
	Tsaobis Baboon Project	Fundamental research on the behaviour, ecology, genetics, and health of desert baboons, and long-term monitoring of the desert environment	2000 onwards	Long-term behavioural and ecological data on known individuals in a changing environment; scientific evidence to inform in-country conservation management; training and capacity building of young Namibian scientists
Coexistence between People and Wildlife	Bushmeat research programme	Research on the ecological impacts, socioeconomic drivers, and management of bushmeat hunting, focused primarily on West and Central Africa	1999 onwards	Scientific evidence to inform NGO interventions and government policy on sustainable management of tropical wildlife exploited for food

CONSERVATION CHALLENGE	PROGRAMME	DESCRIPTION	YEAR INITIATED	DELIVERABLES
	African Range-wide Cheetah Conservation Initiative	Pan-African programme for the conservation of cheetah. This program is also responsible for the IUCN strategic planning process for African wild dogs, which plans for this species alongside cheetah.	2007 onwards	Scientific evidence to inform management and conservation cheetah and other large carnivores in Africa, underpinning co-ordinated frameworks for conservation across Africa, including three Regional Conservation Strategies and 17 National Conservation Action Plans covering >95% of species' ranges
	Reef Shark monitoring programme, BIOT	Long-term acoustic tracking of reef sharks inside a large, remote MPA	2013 onwards	Scientific evidence to support the designation of the BIOT MPA and assist management and enforcement
	Benthic habitats in Greenland	Documenting seabed habitats in Greenland and assessing the impact of trawling on them	2011 onwards	Scientific evidence to inform sustainable fishing practices and the establishment of protected areas
	Spatial ecology of marine predators across the Indian Ocean	Long-term satellite tracking of large mobile predators across the Indian Ocean, coupled with stable isotope and genetic analyses	2013 onwards	Scientific evidence to support MPA management and enforcement and regional fisheries management
Global Biodiversity Monitoring and Forecasting	Living Planet Index	Trends of >27,000 populations of >4,000 species of vertebrates	2009 onwards	Scientific evidence to inform global conservation policy (e.g., Convention on Biological Diversity); freely available online database of population trends data
	Sampled Red-list Index	Initiative to broaden the taxonomic coverage of the IUCN Red List (global assessment of extinction risk)	2007 onwards	Scientific evidence to increase species data coverage for key regions and taxa, and to identify national, regional and global conservation priorities; freely available online assessments database
	Mid-water fish and shark monitoring programme	Large-scale/Long-term sampling of mid-water fish and shark communities	2012 onwards	Large scale macroecological data to inform spatial management of marine resources and MPAs
	Wildlife monitoring technology programme	Development of innovative hardware and associated software for wildlife monitoring	2007 onwards	New statistical and technological tools to improve wildlife monitoring options for previously hard to reach species

CONSERVATION CHALLENGE	PROGRAMME	DESCRIPTION	YEAR INITIATED	DELIVERABLES
Wildlife and One Health in a Changing World	Cetacean Stranding Investigations Programme (CSIP)	Understand the underlying causes of stranding events	1990 onwards	Scientific evidence to inform UK and international marine policy; freely available online database of strandings and post-mortem data; national cetacean tissue archive of over 80,000 samples
	Garden Wildlife Health (and predecessor projects)	Monitor the health of and disease threats to British wildlife	1992 onwards, GWH launched in 2013	Emerging disease threats to British wildlife; increased public awareness of disease threats to wildlife; best practice advice to the public on wildlife disease prevention; database and wildlife tissue archive to support collaborative research
	Disease Risk Analysis and Health Surveillance (DRAHS)	Investigate the disease and health implications of interventions carried out for wildlife conservation purposes	1989 onwards	Disease risk analyses for individual species conservation programmes (over 30 species to date); detection and management of disease threats to species of conservation concern; best practice management for threatened species conservation programmes; national and international policy advice on assessing and managing the risks from conservation translocations
	African bat disease ecology programme	Epidemiology of zoonotic and potentially zoonotic pathogens in African bats	2007 onwards	Strategies to reduce the spillover of pathogens from bat hosts into humans
	Mountain Chicken Recovery Programme	Mountain chicken population and pathogen dynamics in the face of chytridiomycosis	2002 onwards	Scientific evidence to inform in-country conservation management and to evaluate conservation actions applicable to this and other species threatened by chytridiomycosis.
	Darwin's frog conservation programme	Darwin's frog population and pathogen dynamics	2010 onwards	Scientific evidence to inform in-country conservation management and to evaluate conservation actions applicable to this and other species threatened by chytridiomycosis.
	Cornwall Badger Project	Development of non-lethal control measures for bTB in badgers	2012 onwards	Scientific evidence to support the development of locally appropriate measures to control the spread of bovine TB

APPENDIX B

IOZ KEY PERFORMANCE INDICATORS

REPORTING AREA	SUBAREA	KPI (NUMBERED BY REPORTING AREA)
1. Generating world-leading research	REF2021	1. Research excellence recognised by REF2021
		2. Impact Case Studies
	Publications	3. # Papers published in peer-reviewed journals
		4. # Datasets published
		5. # Software packages published or updated
		6. # Other major publications (books, book chapters, major reports)
		7. h-index
		8. h-index ranking compared with top 10 world-leading conservation science institutes
	By Conservation Challenge	9. # Long-term projects (>5 years) (equivalents)
		10. # PhD theses submitted (equivalents)
		11. # Masters theses submitted (equivalents)
		12. # Peer-reviewed papers accepted (equivalents)
		13. External grant income
	Recognition of excellence	14. # Recognitions of IOZ staff and PhD students for their excellence through award of prizes, senior editorships, honorary roles, advanced professional qualifications, etc.
	Academic citizenship	15. # Roles held by IOZ staff and PhD students within academic and professional societies, review colleges, etc
2. Accelerating the translation and use of research to maximise conservation impact	Informing government/having a positive influence on policy	1. # Policies successfully influenced including international conventions / UK government policies / non-UK government policies
		2. # Efforts to inform policy (e.g., consultation responses, evidence to parliamentary committees, meetings with policymakers) relating to international conventions / UK government policies / non-UK government policies
		3. # Policy advisory groups with IOZ members (UK / non-UK)
	Empowering partners worldwide to implement conservation interventions and monitoring	4. # Countries where IOZ conducts conservation-relevant work
		5. # Institutions with which IOZ collaborates on science & conservation
		6. # Species targeted by IOZ's conservation and science work
		7. # Conservation interventions or monitoring implemented or evaluated by IOZ scientists
		8. # Practitioner tools and guidelines
		9. # Conservation Action Plans developed with IOZ involvement
		10. # IOZ Staff on IUCN specialist groups or other major conservation advisory groups / # groups
		11. # IUCN Red List species assessments carried out or reviewed
	Working with ZSL's conservation zoos and conservation programmes	12. # Projects conducted in partnership with ZSL Conservation & Policy Directorate
		13. # Projects conducted in partnership with ZSL's Conservation Zoos Collections

REPORTING AREA	SUBAREA	KPI (NUMBERED BY REPORTING AREA)
3. Building capacity through teaching and training	PhD programme	1. # PhD students supervised: registered in UK/ LMIC/other countries
		2. # Countries from which PhD students originate (high/LMIC)
		3. # Student-days of teaching PhD students (classroom/field/workshops)
		4. # PhD theses submitted (% submitted within 4 years)
		5. # DTPs and CDTs on which ZSL is a full/associate partner
	Masters programmes	6. # Masters projects supervised (UK/non-UK/LMIC)
		7. # Countries from which Masters students originate (high/LMIC)
		8. # Student-days of teaching Masters students (classroom/field/workshops)
		9. # Masters programmes on which ZSL is a partner
		10. % Students tracked through alumni network in environment sector jobs
	Undergraduate teaching	11. # Undergraduate placements (1-year placements and short projects)
		12. # Student-days of undergraduate teaching (classroom/field/workshops)
	Residencies	13 # European College of Zoological Medicine residents
	Practitioner training and coaching	14. # Practitioner training courses held (UK/LMIC/other overseas)
		15. # Trainee-days of practitioner training and coaching (UK/LMIC/other overseas)
		16. # Practitioner trainees (UK/LMIC/other overseas)
4. Inspiring audiences to care about and better understand wildlife andits conservation	General	1. % Staff/students participating in science communication activities
		2. % Staff/student trained in public engagement
	Dissemination of IOZ research	3. Digital Resources - WildScience podcast: # episodes / # downloads
		4. Digital Resources - ZSL blog: # posts by IOZ staff and PhD students on ZSL website/Blogs for external orgs
		5. Digital Resources - @ZSLScience Twitter account: # followers / # impressions
		6. Digital Resources - IOZ YouTube channel: # videos/# views/ # subscribers/
		7. IOZ in the News - Total number of articles including IOZ messages
		8. IOZ in the News - Total reach of IOZ messages
		9. IOZ in the News - Total EAV (Equivalent Advertising Value) for IOZ messages
	Public Engagement with IOZ research	10. ZSL organized activities where the activity and benefits of research are shared with the public: # activities/# attendees
		11. % Replied to post- science and conservation events who were: # inspired/ # informed
		12. External activities (UK and non-UK) non-ZSL organized activities where the activity and benefits of research are shared with the public: # activities/# attendees
		13. Soapbox Science: # events/ # countries/ # participants/ # attendees with no prior participation in science events
	Participation in IOZ research	14. Citizen Science: # citizen scientists engaged in IOZ programmes
		15. Volunteer Programmes: # volunteers engaged in IOZ programmes

REPORTING AREA	SUBAREA	KPI (NUMBERED BY REPORTING AREA)
5. Financial plan	Grants awarded	1. # Grants / grant income
		2.% Grant income which recovers indirect / direct costs
	Teaching income (fee sharing)	3. # PhD
		4. # MSc
	Publications income	5. Scientific journal portfolio
	Support costs	6. % / Amount of IOZ support costs covered by ZSL
6. Equality, diversity and inclusion	Staff composition	1. # / % Researchers identifying as women in senior positions (Senior Research Fellow & Prof)
		2. # / % Technicians identifying as women
		3. # / % Researchers from UK ethnic minority groups
		4. # / % Staff reporting disability
	Recruitment to researcher and technician positions	5. # / % Applicants from UK ethnic minority groups / reporting disability / identifying as women
		6. # / % Recruited staff from UK ethnic minority groups / reporting disability / identifying as women
	Promotion	7. # / % Promotion applicants from UK ethnic minority groups / who identify as women / report disability
	Gender pay gap	8. Researcher / technician / admin
	EDI-focussed programmes	9. # EDI schemes in which IOZ staff & PhD students participate
		10. % IOZ staff / PhD students participating
		11. # EDI scheme placements offered

APPENDIX C

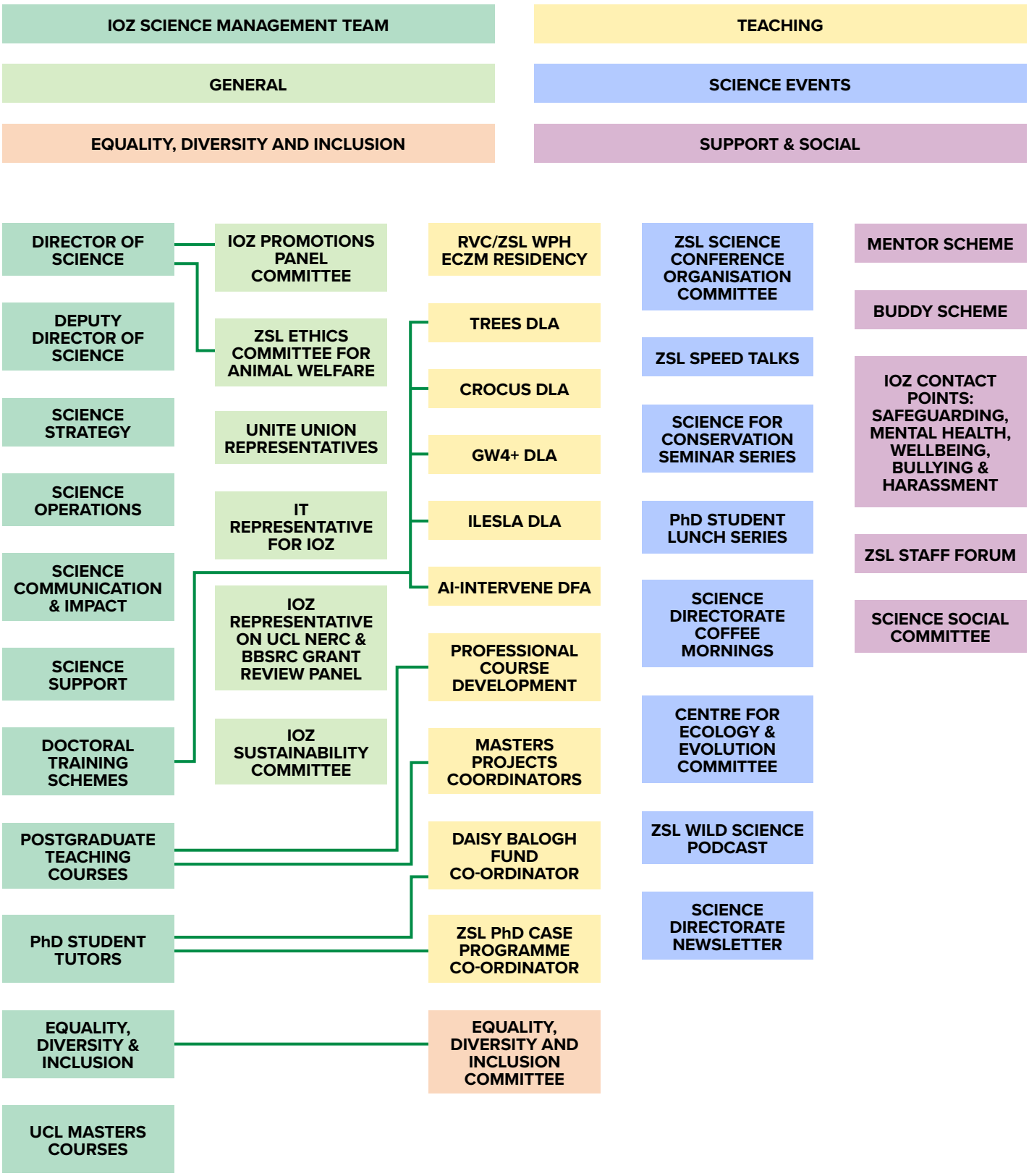
IOZ HEADLINE INDICATORS

The Institute of Zoology's 12 Headline Indicators were drawn from a larger set of 75 KPIs (Appendix B). They represent a selection of the most important KPIs across all IOZ's activities, providing a succinct but comprehensive summary of our performance. Annual trends in the Headline Indicators are presented in the IOZ Annual Review.

HEADING	INDICATOR	DATA
Research	Research Productivity	# papers published in peer-reviewed journals
	Research Influence	Global ranking of institutional h-index score
Impact	Informing Policy	# policies informed
	Empowering Practitioners	# practitioner tools and guidelines produced
Teaching	PhD Students	# PhD students completed
	Practitioners	# practitioners trained
Engagement	Communicating our Science	Total reach of IOZ messages (opportunities to view)
	Engaging the Public	# participants in science events and citizen science programmes
EDI	Supporting Women	% of IOZ senior researchers identifying as women
	Supporting Ethnic Minorities	% of IOZ researchers from UK ethnic minority groups
Finance	Grant Income	Restricted grant income, calculated by grant year (£)
	Teaching Income	Income from MSc courses (£)

APPENDIX D

IOZ ORGANISATIONAL SUPPORT STRUCTURE



APPENDIX E

INDEPENDENT SCIENCE ADVISORY BOARD

The Independent Science Advisory Board was constituted as an advisory board of the Zoological Society of London in accordance with the Byelaws of ZSL. The role of the Board is to provide advice to the ZSL Director of Science to determine the strategy, academic policy, quality of science, and development of ZSL's Institute of Zoology as required by Research England.

NAME	INSTITUTIONAL AFFILIATION AND ROLE
Jane Hill (Chair)	Professor of Ecology, University of York
Peter Brotherton	Director for Specialist Services and Programmes, Natural England
Sophie Duncan	Co-Director, National Co-ordinating Centre for Public Engagement
Stuart Reid	President and Principal, Royal Veterinary College
Jim Smith	Chair of Council, ZSL
William Sutherland	Professor, University of Cambridge
Gail Taylor	Dean of the Faculty of Life Sciences, University College London
Juliet Vickery	CEO, British Trust for Ornithology
Christian Walzer	Executive Director of Health, Wildlife Conservation Society

Board members accurate as of September 2025

APPENDIX F

IOZ EDI ACTION PLAN

Pillars: Inclusive and Diverse Representation (R) Transparent and Equitable Science (S) Outreach and Engagement (O) Oversight and Accountability (A)

PILLAR	PLANNED ACTION	RATIONALE	KEY OUTPUTS AND MILESTONES	SUCCESS CRITERIA AND OUTCOME	LINK TO SCIENCE EDI ACTION PLAN 2022-2025	LINK TO ZSL EDI STRATEGY AND ACTION PLAN	LINK TO UKRI WORKFORCE EDI ACTION PLAN 2022-2026
R	Align IOZ role profiles and promotion and progression approach with UCL for academic, technical, and support staff	A transparent approach with consistency and commonality to UK academia helps to diversify staff and increase opportunities for existing staff	Review IOZ role profiles against UCL and ZSL profiles for agreed roles and consider alignment of job families and profiles (Academic, Technical and Support) by 2025; review the UCL promotion and progression approach and consider alignment taking into consideration the ZSL approach for non-academic roles by 2025; proposal ready by Spring 2026; adopt from Summer 2026 subject to approval	Roles and process aligned to UCL for academic, technical and support staff by 2027	**R** – Link our EDI statement to all recruitment adverts in Science	**TBC** (Pending finalisation of the ZSL EDI Strategy and Action Plan)	**Priority 3:** Diversify our workforce
R	Establish a rolling process for recruiting and rewarding student rep positions in governance structures	A clearer process will increase opportunities and sense of inclusion for the student community	Role descriptions approved and shared with the student community by 2025; process for recruitment identified and agreed with students and SMT by 2025; all students serving as reps to receive formal recognition of their participation in IOZ life by 2025; synchronised recruitment of all positions by 2026;	>25% of the students apply to become an IOZ representative by 2026; >80% of the students value the student representative roles by 2027	**R** – Creation of a Student EDI Forum **S** – Create a diversity award, given to staff and students that demonstrate high level of engagement and co-design with local scientists	**TBC** (Pending finalisation of the ZSL EDI Strategy and Action Plan)	**Priority 4:** Support our staff networks to foster an inclusive workplace culture
R	Increase financial support opportunities for PhD students	PhD students are particularly vulnerable to the cost-of-living crisis	PGTs and PhD students to identify sustainable options for financial support in 2025; advertise opportunities (and mechanisms to access them) throughout the year by the end of 2025	>80% of PhD students aware of these opportunities by 2026; >5 PhD students benefit from this help each year by the end of 2026	**R** - Creation of a Student EDI Forum	**TBC** (Pending finalisation of the ZSL EDI Strategy and Action Plan)	**Priority 1:** Build a shared UKRI approach to mainstreaming Workforce EDI, based on collaboration and communication
R	Introduce optional Performance Advisory Committees (PACs) for all PDRAs	Diversity of performance feedback better supports career progression	Take learnings from the PAC introduction for senior academic staff in 2024 and tailor the approach for a PAC introduction to PDRAs by 2025; survey impact of first PAC for PDRAs and review and lessons learnt by 2026	100% of PDRAs consulted and aware of opportunity to have a PAC by 2026; >80% find PAC approach valuable by 2027	**R** – Explicitly consider diversity in all ZSL science committees	**TBC** (Pending finalisation of the ZSL EDI Strategy and Action Plan)	**Priority 4:** Support our staff networks to foster an inclusive workplace culture **Priority 5:** Build capability and confidence of our workforce to embed EDI across UKRI

APPENDIX F

IOZ EDI ACTION PLAN

Pillars: Inclusive and Diverse Representation (R) Transparent and Equitable Science (S) Outreach and Engagement (O) Oversight and Accountability (A)

PILLAR	PLANNED ACTION	RATIONALE	KEY OUTPUTS AND MILESTONES	SUCCESS CRITERIA AND OUTCOME	LINK TO SCIENCE EDI ACTION PLAN 2022-2025	LINK TO ZSL EDI STRATEGY AND ACTION PLAN	LINK TO UKRI WORKFORCE EDI ACTION PLAN 2022-2026
S	Create guidance on inclusive authorship for scientific publications	Establishing shared values around the diversity of scientific contributions and ensuring that contributions are properly recognised increases EDI within the scientific community	Draft guidelines by the end 2025; consultation with staff and students, revision and finalisation by 2026	>50% of staff and students aware of the guidelines and found them useful by 2026	**S** – Monitor how many of our publications have co-authors from the countries where we work	**TBC** (Pending finalisation of the ZSL EDI Strategy and Action Plan)	**Priority 5:** Build capability and confidence of our workforce to embed EDI across UKRI
S	Create a Climate Resilience Network, a designated space to discuss environmental challenges and develop resilience strategies	Students and ECRs working in conservation are particularly vulnerable to the psychological challenges associated with the environmental crisis, such a network will help build resilience	Agree on group scope and governance by 2025; call for people to join the group in 2025 and 2026; 3 sessions a year by 2026	>10 regular members by 2027	New development	**TBC** (Pending finalisation of the ZSL EDI Strategy and Action Plan)	**Priority 4:** Support our staff networks to foster an inclusive workplace culture **Priority 5:** Build capability and confidence of our workforce to embed EDI across UKRI
S	Increase training and development opportunities for PhD students	Increased and consistent opportunities for students provide them with better opportunities to succeed post-PhD	PGTs and PhD students to identify desired training and development opportunities by 2025; develop or source opportunities by 2026; advertise opportunities (and mechanisms to access them) throughout the year by 2026; review content by 2027	>80% of PhD students aware of these opportunities by 2026; >10 PhD students benefit from this help each year by end of 2027	**R** - Creation of a Student EDI Forum	**TBC** (Pending finalisation of the ZSL EDI Strategy and Action Plan)	**Priority 3:** Diversify our workforce

APPENDIX F

IOZ EDI ACTION PLAN

Pillars: Inclusive and Diverse Representation (R) Transparent and Equitable Science (S) Outreach and Engagement (O) Oversight and Accountability (A)

PILLAR	PLANNED ACTION	RATIONALE	KEY OUTPUTS AND MILESTONES	SUCCESS CRITERIA AND OUTCOME	LINK TO SCIENCE EDI ACTION PLAN 2022-2025	LINK TO ZSL EDI STRATEGY AND ACTION PLAN	LINK TO UKRI WORKFORCE EDI ACTION PLAN 2022-2026
S	Establish ways to make IOZ science accessible to wider audiences	Making science more accessible supports learning, participation, and collaboration with non-English speaking scientists and aspiring scientists	Amplify translation services by 2026; create guidance on common scientific language which is/isn't easily translatable by 2027	>50% of staff and students aware of the guidelines and found them useful by 2028	**R** – Diversify Science Directorate social media feeds, communication, and blogs **S** – Monitor how many of our publications have co-authors from the country where we work **S** – Develop an EDI action plan for all ZSL-led peer reviewed journals	**TBC** (Pending finalisation of the ZSL EDI Strategy and Action Plan)	**Priority 5:** Build capability and confidence of our workforce to embed EDI across UKRI
S	Create guidance on inclusive, bi-directional/ reciprocal teaching and training for students/ collaborators from Indigenous and other marginalised backgrounds	Co-produced knowledge that ethically combines Western scientific and local/Indigenous knowledge systems is more robust, better informed and more equitable	Draft guidelines on hosting at the IOZ scholars from Indigenous and other marginalised worldviews backgrounds that is inclusive, reciprocal and culturally sensitive ways by early 2026; draft plan for setting up an inclusive, interdisciplinary and inter-epistemological PhD program for scholars from Indigenous and other marginalised backgrounds by 2027; consultation with staff and students, revision and finalisation by 2028	>50% of staff and students aware of the guidelines and future plans for an Indigenous PhD program, and found them useful by 2028	New development	**TBC** (Pending finalisation of the ZSL EDI Strategy and Action Plan)	**Priority 4:** Support our staff networks to foster an inclusive workplace culture **Priority 5:** Build capability and confidence of our workforce to embed EDI across UKRI

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IOZ EDI ACTION PLAN

Pillars: Inclusive and Diverse Representation (R) Transparent and Equitable Science (S) Outreach and Engagement (O) Oversight and Accountability (A)

PILLAR	PLANNED ACTION	RATIONALE	KEY OUTPUTS AND MILESTONES	SUCCESS CRITERIA AND OUTCOME	LINK TO SCIENCE EDI ACTION PLAN 2022-2025	LINK TO ZSL EDI STRATEGY AND ACTION PLAN	LINK TO UKRI WORKFORCE EDI ACTION PLAN 2022-2026
O	Broaden opportunities for increased visibility of underrepresented groups in science	Increased visibility supports career development of underrepresented groups	Map existing opportunities and identify science and conservation events where IOZ participation will be actively encouraged by 2026	Increase participation in EDI-related events by 10% over the next three years	**S** – Efforts to better highlight and recognize the contribution of under-represented communities to conservation **O** – Encourage staff and students to engage with programs that support STEM uptake by underrepresented groups	**TBC** (Pending finalisation of the ZSL EDI Strategy and Action Plan)	**Priority 3:** Diversify our workforce
O	Maintain and broaden relationships with key internal and external EDI groups	Knowledge exchange supports adherence to best practice EDI	Host an RSB D&I Working Group meeting in 2025; continue to regularly attend ZSL EDI group meetings; develop collaborative programmes of work with the ZSL FAIRER group in 2025; connect with WWF UK and BES EDI groups by 2026	At least 5 communication on events organised by internal and external groups in the monthly Science EDI newsletter by 2026	**O** – Develop and run an annual EDI one-day event celebrating diversity in UK conservation, focusing in particular on RENO groups	**TBC** (Pending finalisation of the ZSL EDI Strategy and Action Plan)	**Priority 1:** Build a shared UKRI approach to mainstreaming Workforce EDI, based on collaboration and communication **Priority 4:** Support our staff networks to foster an inclusive workplace culture **Priority 5:** Build capability and confidence of our workforce to embed EDI across UKRI

APPENDIX F

IOZ EDI ACTION PLAN

Pillars: Inclusive and Diverse Representation (R) Transparent and Equitable Science (S) Outreach and Engagement (O) Oversight and Accountability (A)

PILLAR	PLANNED ACTION	RATIONALE	KEY OUTPUTS AND MILESTONES	SUCCESS CRITERIA AND OUTCOME	LINK TO SCIENCE EDI ACTION PLAN 2022-2025	LINK TO ZSL EDI STRATEGY AND ACTION PLAN	LINK TO UKRI WORKFORCE EDI ACTION PLAN 2022-2026
O	Support initiatives which develop the talent pipeline of adults in science	Diversifying outreach initiatives contributes to the talent pool and can support recruitment of diverse staff and students	20% increase by 2027 of connections with 1) asylum seekers in the UK who possess existing scientific skills and experience but lack the means or support to re-enter their field in a new country, 2) UK-based adults who lack formal experience in science but are drawn to a career change by the worsening biodiversity and climate crises and 3) UK-based adults who lack formal experience in science but are drawn to a career change with increasing representation in the field and growing efforts in EDI	Participate in one initiative with each of these three groups by end of 2027	**S** – Efforts to better highlight and recognize the contribution of under-represented communities to conservation **O** – Encourage staff and students to engage with programs that support STEM uptake by underrepresented groups	**TBC** (Pending finalisation of the ZSL EDI Strategy and Action Plan)	**Priority 3:** Diversify our workforce
A	Broaden mentoring support for specific identities/protected characteristics (e.g., return after maternity leave, neurodiversity support)	More tailored support will help retain underrepresented staff and students	Identify relevant mentors by 2026; implementation of new offer by 2026; review and lessons learnt by 2027	>5 staff and students request mentors from these new categories by mid-2028	**A** – Continue to push for the inclusion of all protected characteristics when identifying needs and providing for the safeguarding of students and staff while travelling on behalf of ZSL	**TBC** (Pending finalisation of the ZSL EDI Strategy and Action Plan)	**Priority 3:** Diversify our workforce **Priority 4:** Support our staff networks to foster an inclusive workplace culture **Priority 5:** Build capability and confidence of our workforce to embed EDI across UKRI
A	Develop AI guidelines for science	AI is increasingly used in IOZ; AI comes with EDI opportunities and risks that need to be acknowledged and managed	Develop draft guidelines in 2025 with ICT team; consult with staff and students; finalise guidelines by 2026; implement guidelines; engage ZSL on possibility to develop an AI policy in 2026.	>50% of staff and students aware of the guidelines and found them useful by 2027	New development	**TBC** (Pending finalisation of the ZSL EDI Strategy and Action Plan)	**Priority 4:** Support our staff networks to foster an inclusive workplace culture **Priority 5:** Build capability and confidence of our workforce to embed EDI across UKRI

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IOZ EDI ACTION PLAN

Pillars: Inclusive and Diverse Representation (R) Transparent and Equitable Science (S) Outreach and Engagement (O) Oversight and Accountability (A)

PILLAR	PLANNED ACTION	RATIONALE	KEY OUTPUTS AND MILESTONES	SUCCESS CRITERIA AND OUTCOME	LINK TO SCIENCE EDI ACTION PLAN 2022-2025	LINK TO ZSL EDI STRATEGY AND ACTION PLAN	LINK TO UKRI WORKFORCE EDI ACTION PLAN 2022-2026
A	Bring together accessible resources for supervisors and managers on supporting staff and students with disabilities and/ or those who are neurodivergent	Better informed staff provide better support their staff and students and standard guidance supports diversification of the student community	Consult with partner organisations to map available resources by 2025; identify and fill any gaps in 2026; organise introductory sessions to resources by 2026; share resources on Zoogle in 2026	>50% of staff and students aware of the guidelines and found them useful by 2027; standard guidance on IOZ support for staff and students with disabilities and/ or those who are neurodivergent available to share with partner universities by 2026	**A** – Ensure that mandatory EDI training are completed by staff and students	**TBC** (Pending finalisation of the ZSL EDI Strategy and Action Plan)	**Priority 1:** Build a shared UKRI approach to mainstreaming Workforce EDI, based on collaboration and communication **Priority 3:** Diversify our workforce Priority 5: Build capability and confidence of our workforce to embed EDI across UKRI
A	Maintain and broaden mental health support for staff and students	Increased support leads to increased feelings of inclusion and belonging	Work with staff across ZSL to strengthen mental health support and resources by 2026; increase offering of mental health first aid training by 2026	>80% of staff and students aware of mental health first aiders by 2026; >10 staff and students benefit from this help each year by 2027; >2 new staff trained in mental health first aid by 2027	**A** – Ensure that mandatory EDI training are completed by staff and student	**TBC** (Pending finalisation of the ZSL EDI Strategy and Action Plan)	**Priority 4:** Support our staff networks to foster an inclusive workplace culture **Priority 5:** Build capability and confidence of our workforce to embed EDI across UKRI
A	Report on EDI progress	There is a need to demonstrate how as an institution we are moving forwards with EDI	Update EDI progress in the IOZ Annual Review; continue to report regularly to staff and students at monthly SMT meetings; produce monthly as well as annual newsletters with major EDI achievements for the year; conduct annual staff and student surveys	>80% of staff and students feel they are well informed on EDI progress for IOZ by 2028	**A** – Report on EDI progress	**TBC** (Pending finalisation of the ZSL EDI Strategy and Action Plan)	**Priority 1:** Build a shared UKRI approach to mainstreaming Workforce EDI, based on collaboration and communication **Priority 2:** Improve our data and insight to build an evidence-based approach to EDI

APPENDIX G

IOZ SUSTAINABILITY ACTION PLAN

Note: UKRI alignment refers to alignment with the UKRI Environmental Sustainability Concordat

PLANNED ACTION	RATIONALE	MILESTONES	SUCCESS CRITERIA	UKRI ALIGNMENT
ACTION 1: IOZ accurately monitors and communicates the environmental impacts associated with the work of its staff and students	Understanding the environmental impacts generated by IOZ is necessary to i) identify strategies to reduce them and ii) track the success of these strategies.	1.1 By June 2026, the sustainability committee will have collected updated data to estimate carbon emissions from electricity & gas use; food & drink; travel; lab & animal facilities for FY 2025/2026 to create the 2026 sustainability report. 1.2 By July 2026, the 2026 report is disseminated to: i) IOZ staff and students via email, the Science department newsletter, the sustainability newsletter, and a hybrid seminar organised by the sustainability committee; ii) to non-IOZ staff at ZSL via posts on Viva Engage and a short presentation at a weekly all staff meeting ("What's Happening"). 1.3 By August 2026, the sustainability committee drafts updated methodologies for the monitoring of carbon emissions from i) boat travel; ii) travel within the UK (including car travel), iii) the new High Performance Cluster (HPC) facility, iv) food & drinks purchased in The Den, and v) lab consumables (previous estimates for iv) and v) have been one-off exercises based on sales data from a single year; the new methodology should be able to track changes in emissions year on year). 1.4 By September 2026, the sustainability committee identifies additional environmental impacts that need to be monitored to capture IOZ environmental impacts beyond carbon emissions. 1.5 By December 2026, the sustainability committee will draft a methodology to monitor these additional environmental impacts with at least annual frequency. 1.6 By January 2027, the sustainability committee will consult with staff and students about all new monitoring methodologies. 1.7 By June 2027, all new monitoring methodologies have been finalised and implemented in time for the annual sustainability report. 1.8 By July 2027, the new annual report is disseminated to: i) IOZ staff and students via email, the Science department newsletter, the sustainability newsletter, and a hybrid seminar organised by the sustainability committee; ii) to non-IOZ staff at ZSL via posts on Viva Engage and a short presentation at a weekly all staff meeting ("What's Happening"). 1.9 By June 2028, the 2028 annual sustainability report has been finalised. 1.10 By July 2028, the new annual report is disseminated to: i) IOZ staff and students via email, the Science department newsletter, the sustainability newsletter, and a hybrid seminar organised by the sustainability committee; ii) to non-IOZ staff at ZSL via posts on Viva Engage and a short presentation at a weekly all staff meeting ("What's Happening").	Publication of sustainability report with up-to-date environmental impact estimates in June of each year on the IOZ website At least 10 IOZ staff or students attend the annual report seminar At least 50% of IOZ staff and students can identify at least one of the top three sources of environmental impacts of IOZ At least 10 non-IOZ staff interact with internal communication channels posts about the annual report	Priority Area 6: Environmental Reporting

APPENDIX G

IOZ SUSTAINABILITY ACTION PLAN

Note: UKRI alignment refers to alignment with the UKRI Environmental Sustainability Concordat

PLANNED ACTION	RATIONALE	MILESTONES	SUCCESS CRITERIA	UKRI ALIGNMENT
ACTION 2: IOZ establishes robust structures to manage departmental sustainability efforts	Fit-for-purpose environmental governance is necessary to ensure that that the Action Plan is implemented in a timely fashion, and that these efforts will continue even if there is turnover of the people involved	2.1 By September 2025, the sustainability committee has drafted terms of references for itself, including points of contact with other relevant groups and initiatives such as the IOZ Equality, Diversity and Inclusion (EDI) committee, ZSL Plastics Action Group, and ZSL Decarbonisation group. 2.2 By October 2025, the committee has sought feedback to the terms of references from IOZ's Science Management Team. 2.3 By October 2025, the committee has identified what actions would be necessary to be able to join the UKRI Environmental Sustainability Concordat as a Supporter and as a full Signatory, and has sketched out a timeline for how these outstanding actions can be achieved. 2.4 By November 2025, the terms of reference have been finalised. 2.5 By November 2025, the sustainability committee has presented the analysis and timeline for actions required to join the UKRI concordat as a Supporter and as a Signatory to the Science Management team. 2.6 By November 2025, the sustainability committee has written a handbook for its own work, containing important resources (such as relevant policy documents, access requirements for platforms needed to obtain environmental impact data), contact details for important non-IOZ staff members, and an overview over important rolling tasks, to enable work to continue as committee membership changes. 2.7 By June 2026, the sustainability committee drafts an addition to the IOZ risk registry concerning environmental sustainability with information on the sources and magnitude of risks to monitoring and reducing the environmental impacts of IOZ. 2.8 By September 2026, the committee has sought feedback on the environmental risks it has identified from ZSL's sustainability manager, as well as staff and students at IOZ. 2.9 By October 2026, the committee has identified key gaps in the resilience of IOZ sustainability initiatives based on the risks associated with environmental sustainability. 2.10 By January 2027, the sustainability committee has identified, based on the risk registry, new initiatives and actions that will increase the resilience of IOZ's sustainability efforts.	A sustainability committee member attends at least one ZSL Plastics action group meeting per quarter from September 2025 A sustainability committee member attends each ZSL Decarbonisation Working group meeting after its inception (foreseen for Q3 2025) By November 2025, the sustainability committee's terms of references have been circulated to all IOZ staff and students via email, and published on Zoogle. By December 2025, IOZ has made a decision about whether to join the UKRI Environmental Sustainability concordat as a Supporter, Signatory, or not at all (if a decision to join has been taken, a deadline is set by which IOZ has signed up). The sustainability handbook is circulated to all committee members and is saved in the shared folder by November 2025 By October 2026, risks associated with environmental sustainability have been added to the IOZ risk registry and this revised version has been published on Zoogle The sustainability action plan in the next IOZ Business Plan makes explicit reference to the environmental section in IOZ's risk registry.	Priority Area 1: Leadership and systems change

APPENDIX G

IOZ SUSTAINABILITY ACTION PLAN

Note: UKRI alignment refers to alignment with the UKRI Environmental Sustainability Concordat

PLANNED ACTION	RATIONALE	MILESTONES	SUCCESS CRITERIA	UKRI ALIGNMENT
ACTION 3: IOZ reduces the environmental impacts associated with the work carried out in labs and animal facilities	Research carried out in the labs and animal facilities is a key source of environmental impacts for IOZ, e.g. in terms of carbon emissions, hazardous waste production, and use of single use plastic	3.1 By October 2025, the sustainability committee circulates evidence for the impact of raising temperatures of deep freezers to all freezer users and collects feedback and opinions on the maximum feasible temperature. 3.2 By December 2025, a consensus among IOZ staff and students about the maximum temperature that deep freezers can run at without harming stored items in the long term is identified. 3.3 By December 2026, the sustainability committee will have convened a group of at least 5 lab users (including, if possible, the Chief Technician) to oversee the process of applying for a My Green Lab certification for the IOZ labs. 3.4 By March 2027, the above group will have identified any outstanding actions that need to be taken to ensure that a My Green Lab certification application is successful. 3.5 By December 2027, IOZ will apply for a My Green Lab certification. 3.6 By January 2028, the sustainability committee convenes a group of at least 5 lab users (including, if possible, the Chief Technician), members of the Science Management Team and the science resource team to discuss the feasibility and potential costs (including staff time) of creating a central storage for lab consumables to reduce emissions from shipping 3.7 By July 2028, the sustainability committee presents a proposal for creating a central storage for lab consumables to the Science Management Team.	By January 2026, all deep freezers at IOZ are running at the highest possible temperature that does not cause damage to stored samples. By August 2028, IOZ has achieved a My Green Labs certification By August 2028, IOZ has made a decision about whether to pursue creating a central ordering and storing system for lab consumables	Priority Area 2: Sustainable Infrastructure Priority Area 3: Sustainable Procurement
ACTION 4: IOZ reduces the environmental impacts associated with work-related travel of its staff and students	Work-related travel is a key source of environmental impacts, e.g. as the second biggest source of carbon emissions generated by IOZ.	4.1 By June 2026, the sustainability committee will ask staff and students for estimates on additional funds that would have enabled them to choose a more climate-friendly travel option (e.g. choosing train rather than plane) during a recent work trip, as well as feedback on how they would need to be able to access these funds to use them effectively. 4.2 By July 2026, the sustainability committee will estimate the total additional funds needed to support climate-friendly travel for IOZ staff and students. 4.3 By September 2026, the sustainability committee will present these estimates to the Science Management Team, and discuss how funding for this could be raised.	Travel-related emissions* decline each year in line with achieving a 50% reduction by 2030 (compared to the FY 2019/202 baseline*) * This is based on the methodology for measuring travel-based carbon emissions that was established in 2021, and thus excludes travel by boat and internal UK travel By December 2026, IOZ has made a decision about whether implementing and resourcing a climate-friendly travel fund is feasible.	Priority Area 4: Emissions from business and academic travel

APPENDIX G

IOZ SUSTAINABILITY ACTION PLAN

Note: UKRI alignment refers to alignment with the UKRI Environmental Sustainability Concordat

PLANNED ACTION	RATIONALE	MILESTONES	SUCCESS CRITERIA	UKRI ALIGNMENT
ACTION 5: IOZ reduces the environmental impacts associated with the storage and analysis of digital data by its staff and students	Infrastructure required to support data storage and analysis, whether onsite (e.g. HPC, individual PCs) or offsite (use of cloud storage or computing), generates significant environmental impacts, especially in terms of carbon emissions and water use.	5.1 By December 2025, the sustainability committee has drafted a brief on the use of AI in research, including different areas of application and their potential environmental impacts 5.2 By February 2026, the sustainability committee has liaised with the EDI committee to draft guidelines on best practice of AI use in research. 5.3 By April 2026, the sustainability committee convenes a group of at least 5 AI users working or studying at IOZ to glean feedback on the draft guidelines. 5.4 By June 2026, the sustainability committee and the EDI committee have finalised the guidelines on the use of AI in research, and they have been published on Zoogle 5.5 By March 2027, the sustainability committee will draft best practice guidelines on how to make the use of resources associated with cloud-based data storage and processing efficient, and where possible to reduce it 5.6 By April 2027, the sustainability committee facilitates an open workshop for IOZ staff and students on best practices for decreasing environmental impacts from digital data storage and processing.	By June 2027, at least 66% of IOZ staff and students feel well-informed about the environmental impact of digital data storage and processing (as reported in the annual survey) By June 2027, at least 66% of IOZ staff and students feel well informed about the environmental impacts of AI use in research By June 2027, at least 80% of IOZ staff and students are aware of the IOZ guidelines on the use of AI in research.	Priority Area 1: Leadership and systems change Priority Area 2: Sustainable Infrastructure
ACTION 6: IOZ is clearly communicating its environmental impact, and the strategies it is using to mitigate them	IOZ staff and students, as well as the wider ZSL community, need to be aware of ongoing sustainability efforts to be able to scrutinize and contribute ideas.	6.1 By September 2025, the sustainability committee publishes at least quarterly updates about their work in a sustainability newsletter, as well as links to existing sustainability policies and guidelines. 6.2 By September 2025, the sustainability committee posts at least quarterly updates about their work on all-ZSL fora (such as Viva Engage). 6.3 By September 2025, the sustainability committee invites the ZSL sustainability manager to each meeting.	At least 70% of IOZ staff and students feel well-informed about ongoing sustainability efforts (assessed in an annual survey) At least 10 non-IOZ staff engage with internal communications of sustainability efforts at IOZ (e.g. liking or commenting) each quarter ZSL's Sustainability manager attends at least two sustainability committee meetings per year.	Priority Area 1: Leadership and systems change

APPENDIX G

IOZ SUSTAINABILITY ACTION PLAN

Note: UKRI alignment refers to alignment with the UKRI Environmental Sustainability Concordat

PLANNED ACTION	RATIONALE	MILESTONES	SUCCESS CRITERIA	UKRI ALIGNMENT
ACTION 7: IOZ holds itself accountable to its sustainability strategy	Environmental impacts can only be reduced if the planned actions are carried out.	7.1 By October 2025, the sustainability committee has designed a permanent platform for IOZ staff and students to submit feedback and questions about its sustainability efforts (with an option to remain anonymous) and a process for responding to feedback (including expected timescales and ways of communicating responses) 7.2 By November 2025, the sustainability committee has created the platform. 7.3 By November 2025, the sustainability committee has designed an annual survey of IOZ staff and students which captures progress of the Action Plan where appropriate (including measuring success criteria referring to awareness or knowledge). 7.4 By September 2026, the sustainability committee has consulted with IOZ's Science Management Team about the possibility of including reflections on environmental sustainability in annual reviews of staff members. 7.5 By October 2026, if expansion of the PDR appears possible, the sustainability committee will consult more widely about this with IOZ staff. 7.6 By November 2026, based on this feedback, the sustainability committee will present draft additions to the current PDR process at an all staff meeting.	By February 2026, the results of the first annual sustainability survey are being circulated to all IOZ staff and students. By December 2026, staff and students submit at least two pieces of feedback per year on the platform By December 2026, IOZ has decided whether to integrate reflections on environmental sustainability into the PDR process, and has communicated this to all staff and students.	Priority Area 1: Leadership and systems change

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