

Company Registration Number: SC374831
Scottish Charity Number: SC041796

**THE JAMES HUTTON INSTITUTE
(A SCOTTISH CHARITABLE COMPANY LIMITED
BY GUARANTEE, NOT HAVING A SHARE
CAPITAL)**

**TRUSTEES' REPORT
AND GROUP FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025**

THE JAMES HUTTON INSTITUTE
(Limited By Guarantee, Not Having A Share Capital)

TRUSTEES' REPORT AND GROUP FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

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BOARD OF DIRECTORS

Chair

Susan Davies

Other Board Members

Professor Caroline Bowsher

Sarah Cowie

Professor Christopher Gilligan (resigned 31 May 2024)

Kenneth Greetham

Sir Paul Grice

Dr Olga Kozlova

George Lawrie

Anne MacColl Turpin

Susan McDonald

Susan Mitchell

Lindsay Sim

Eileen Stuart

Robin Walker

Professor Ian Wall

Dr Rebekah Widdowfield

Chief Executive

Professor Colin Campbell

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LEGAL AND ADMINISTRATIVE INFORMATION

Constitution

The James Hutton Institute is a charitable company limited by guarantee. The liability of the members is limited to a maximum of £1 each.

Charity number: SC041796. Company number: SC374831.

Registered office

The James Hutton Institute
Invergowrie
Dundee
DD2 5DA

Auditor

French Duncan LLP trading as AAB
Chartered Accountants and Statutory Auditor
133 Finnieston Street
Glasgow
G3 8HB

Solicitors

Thorntons Solicitors
Whitehall House
33 Yeaman Shore
Dundee
DD1 4BJ

Bankers

The Royal Bank of Scotland
36 St Andrew Square
Edinburgh
EH2 2YB

Clydesdale Bank
1 Queens Cross
Aberdeen
AB15 4XU

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TRUSTEES' REPORT, INCORPORATING THE STRATEGIC REPORT

The Directors present their report and the audited financial statements for the year ended 31 March 2025.

Structure, Governance and Management

The James Hutton Institute ('the Institute' or 'the Hutton') was incorporated on 15 March 2010 and formally launched on 1 April 2011 following the merger of the Macaulay Land Use Research Institute (MLURI) and the Scottish Crop Research Institute (SCRI). It is a charitable company, limited by guarantee (No. SC374831) and is registered as a charity with the Office of the Scottish Charity Regulator (No. SC041796).

Board Members

The members of the Board who served during the period and at the date of this report are shown on page 1.

The Institute is a charitable company, limited by guarantee and the liability of members is limited to a maximum of £1 each. Board members are appointed for an initial period of three years. They are members of the Institute, directors of the company as defined by Company Law and trustees of the registered charity. The Chief Executive Officer, whose responsibilities are set out below, is not a director of the company nor are any other members of the organisation's Executive Leadership Team.

The main Board and its Committees meet at least four times each year and administer the Institute, ensuring that the standards required for effective Corporate Governance are met.

Responsibilities of Board Members

The Board Members are responsible for preparing the Trustees' Report, incorporating the Strategic Report, and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice (UK GAAP)).

Company law requires the Board to prepare financial statements for each financial year that give a true and fair view of the state of affairs of the Institute and of the incoming resources and application of resources, including the income and expenditure, of the Institute for that period. In preparing those financial statements, the Board is required to:

- select suitable accounting policies and apply them consistently;
- observe the methods and principles in the Charities SORP (FRS 102) (second edition – October 2019);
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK accounting standards have been followed, subject to any material departures that are disclosed and explained in the financial statements;
- ensure that the statements have been prepared on a going concern basis, unless it is inappropriate to assume that the Institute will continue in operation.

The Board is responsible for ensuring that the organisation keeps adequate accounting records that disclose, with reasonable accuracy at any time, the financial position of the Institute and enable them to ensure that the financial statements comply with the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and the Charities Accounts (Scotland) Regulations 2006 (as amended). They are also responsible for safeguarding the assets of the Institute and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Section 172 statement

We are required to provide information on how directors have fulfilled their duty under section 172(1) of the Companies Act 2006. This requirement is often referred to as a 'section 172 statement', which formally sets out how Board members, when performing their duties during the year, have taken into account the specific

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matters set out in that section. Sections 172(1)(a) to (f) deal with the directors' duty to promote the success of a company for the benefit of members as a whole, having regard to a number of broader matters including the likely consequence of decisions for the long term, the need to act fairly between members of the company, and the company's wider relationships.

Section 172(a) sets out the directors' responsibility to consider the likely consequences of decisions for the long term. The description below of the Hutton's management arrangements, committee structure and system of corporate governance, sets out the broad framework within which all decision-making is undertaken. This framework provides the overarching means by which the Hutton aims to ensure that the Board's decision-making encompasses all relevant matters, and takes into account the long-term interests of the Hutton, in accordance with the objectives set out in the Hutton's Articles of Association, and aligned with the Hutton's Values.

Section 172(b)-(f) deal with consideration of stakeholder relations, the environment, and reputation, and the need to act fairly between members.

Key stakeholders are considered to include the following groups:

- our people
- our funders and customers
- our research and commercial partners
- our communities
- our suppliers

The Board seeks to understand the interests of all key stakeholder groups so that these may be properly considered in the Board's decisions. This is achieved through various mechanisms, including: direct engagement by Board members; receiving reports and updates from the Executive Team and others in the wider Hutton community who engage with such groups; and coverage in Committee and Board papers of relevant stakeholder interests, for information, discussion and when seeking agreement on proposed courses of action. The Committees of the Board, whose remits are described in later sections of this Trustees' report, support the consideration of specific issues within the respective areas of those Committees' responsibilities.

The strength and quality of our delivery against our objectives is built first and foremost on the quality and efforts of our people. The section below on Employee Communications sets out the primary means by which we engage with our people. The People and Governance Committee (formerly called the Nominations, Remuneration and Governance Committee) has a specific remit to support the Board in considering matters related to our people, organisation and culture.

Our funders and customers are a varied group of stakeholders spanning the public and private sector, and include: the Scottish and UK governments; non-departmental public bodies such as Scottish Enterprise; the EU; UK research councils; Universities; charities; and local, national and international businesses. Ongoing collaboration with a wide range of research and commercial partners is also fundamental to the success of what we do. Collaboration is actively encouraged to stimulate the creativity and innovation that leads to new science, to science-led policy development, and to translation of scientific outputs into successful commercial delivery. The Hutton's focus on an Open Science campus model is an increasingly important strand in our collaborative approach. Ongoing funder and customer support, in conjunction with wider collaborations and partnerships, are key to the success of the Hutton, and are monitored and discussed through the Board's and Committees' reviews of scientific, operational and financial performance.

Our responsibilities to community extend not just to the local communities within which we work – and for whom we aim to be good neighbours, including, for example, encouraging local use of our campuses – but also to the wider communities with whom and for whom we work in undertaking our research. As part of the Hutton community in its widest sense, we also rely on our suppliers to provide the essential goods and services needed to support us in undertaking our research and wider activities. The Hutton's commitment to support communities and suppliers is evidenced in our signing up to the Scottish Business Pledge.

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As a research institute whose vision is to be at the forefront of innovative and transformative science for sustainable management of land, crop and natural resources, in support of thriving communities, responsibility to the environment is at the heart of much of what we do. As well as delivering our environment-related cross-disciplinary science and policy work, we actively review and aim incrementally to improve on our own impact on the environment. The Environment, Energy and Carbon section below provides more detail on this.

Board Members' Interests

The members who held office throughout the year had no financial interest in the Institute. No contracts exist with the Institute in which a member or director has a material interest.

A Register of Interests has been compiled, is regularly updated and is reviewed annually.

Appointment of Board Members

Appointment procedures for Board members are set out in the Corporate Governance Statement of The James Hutton Institute which:

- aims to provide a clear guide to ensure a fair, open and transparent appointments process that produces a quality outcome that commands public confidence; and
- ensures that the Governing Board is representative of the Hutton's research themes, its end-user interest, stakeholder groups and gender balance.

Training of Board Members

Board Members' induction aims to ensure they are aware of their legal obligations under charity and company law, the content of the Memorandum and Articles of Association, the committee and decision-making processes, the strategic plan, risk policy and financial performance. They will also meet key members of the Hutton team, and other Board members. Ongoing training, support and relevant information is provided to Board Members as required.

Management of the Organisation

The Organisation is managed by an Executive Team who have functional responsibilities across the Hutton, encompassing all science and professional services areas. The Executive Team report to the Chief Executive Officer, who leads the organisation.

Responsibilities of the Chief Executive

Key Board responsibilities that have been delegated to the Chief Executive include ensuring that:

1. Hutton's financial management processes, procedures and systems are operated correctly and with propriety;
2. procedures and processes promote the efficient and economic conduct of business;
3. there are adequate safeguards against misuse, wasteful or fraudulent use of monies, including an effective system of internal audit;
4. value for money from public funds is secured;
5. spending proposals are appraised carefully;
6. expenditure relates to clearly defined objectives, targets and performance measures, as set out in the Corporate Plan; and,
7. procedures and processes support adherence to funder terms and conditions.

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People and Governance Committee (formerly the Nominations, Remuneration and Governance Committee)

The People and Governance Committee comprises at least four members of the Institute's Board and works to terms of reference agreed by the main Board. The Committee reviews the remuneration of the CEO, Executives and Senior Managers of the Group, and also reviews the performance of the Chair and the Board. The Committee is responsible for advising the Board on the remuneration of non-Executive Directors, Chairs of Committees and Directors' pay.

Audit and Finance Committee

The Audit and Finance Committee comprises at least three members of the Institute's Board and works to terms of reference agreed by the main Board. The remit of the Committee includes the appointment of external and internal auditors and engagement with them to improve internal controls and manage risk. This includes agreeing audit plans, receiving reports, and ensuring that appropriate action is taken in response to recommendations.

The Committee is also responsible for reviewing annual budgets, monitoring key performance indicators, considering the management accounts on a regular basis and advising on financial matters such as treasury management, reserves policy and capital investment.

In addition, the Committee specifically reviewed and advised the Board on the Group's going concern assessment. The review took into account the potential for ongoing economic disruption, whether from ongoing events in Ukraine, Israel and Palestine or from other global events that might affect supply chains, energy security, key funding sources and commercial prospects. The Committee discussed the going concern assessment with the Independent Auditor and confirmed the conclusions reached.

Science Excellence & Research Impact Committee

The Science Excellence & Research Impact Committee comprises at least four members of the Institute's Board and works to terms of reference agreed by the main Board.

The Committee's remit is to advise and support the Board and the Chief Executive in fostering a thriving research and research support culture, to oversee the design and implementation of external assessments of the quality, relevance and impact of the Hutton's science programmes. The Committee supports the Chief Executive and wider leadership team in mapping current research skills to opportunities for funding and partnerships to deliver impact, and in ensuring a purpose-led evolution of science capacity to meet future needs.

Corporate Governance

Corporate Governance is defined as the system by which organisations are directed and controlled. Effective Corporate Governance requires high standards of openness, integrity and accountability.

There is a clear division of responsibilities between the Non-Executive Members of the Board, and the Executive and wider employees of the Hutton, with the Non-Executive Board Members supporting the Executive and the wider Hutton community with additional expertise and oversight.

Whilst the Board is ultimately responsible for the Institute's system of internal control and risk management, the Chief Executive has responsibility for maintaining a sound system of internal control that supports the achievement of the organisation's policies, aims and objectives, whilst safeguarding the funds and assets provided to Hutton. Any system of internal control is designed to manage rather than eliminate the risk of failure to achieve policies, aims and objectives; it can therefore only provide reasonable and not absolute assurance of effectiveness. Good internal control reflects an ongoing process designed to identify the principal risks to the achievement of the organisation's policies, aims and objectives, to evaluate the nature and extent of those risks and to manage them efficiently, effectively and economically. Such a process has been in place for the year ended 31 March 2025 and up to the date of approval of the annual report and accounts.

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The Chief Executive also has responsibility for reviewing the effectiveness of the system of internal control. To assist the Chief Executive in carrying out these responsibilities and to meet the requirements of the Board, the following processes have been established:

- senior managers meet regularly to consider Hutton's plans and strategic direction;
- regular reports by internal auditors which include their independent opinion on the adequacy and effectiveness of the systems of internal control, together with recommendations for improvement;
- comments made by the external auditors in their management letters and other reports;
- reports from the Audit & Finance Committee relating to the outcome of internal audit reviews of internal controls;
- regular reports from managers and Committees, with responsibility for specific areas and services, on the steps they are taking to manage risks in their areas of responsibility including progress reports on key projects;
- implementation of a system of quality control throughout the Hutton Group to the standards specified under the quality standard BS EN ISO9001:2015;
- procedures and policies to ensure the application of good scientific practice, as required by funders such as the UK Research Councils;
- regular reporting on key performance and risk indicators;
- preparation of Business Plans, which are approved by the Board, along with regular financial reports and forecasts to the Board and senior managers;
- active use of an organisation-wide risk register; and,
- the development and maintenance of a business continuity plan.

The Chief Executive's review of the effectiveness of the system of internal control is informed by the work of the internal auditors and the executive managers within the organisation who have responsibility for the development and maintenance of the internal control framework, and comments made by the external auditors in their management letters and other reports.

The Chief Executive reports to the Board on significant changes in the business and the external environment which affect significant risks and provides the Board with regular financial information which includes key performance and risk indicators. Where areas for improvement in the system are identified, the Board considers the recommendations made by the Audit & Finance Committee.

The Board recognises its responsibility for establishing, maintaining and reviewing the system of internal control and the members of the Board confirm that through the Audit & Finance Committee they have reviewed, and are satisfied with, the effectiveness of the Institute's systems of internal control and risk management.

Reserves Policy

The Board and Executive have undertaken a comprehensive review of the Institute's Reserves Policy, with reference to our financial liabilities, strategic commitments, and the composition of unrestricted and restricted reserves.

As at 31 March 2025, total reserves stood at £94.5 million (2024: £80.5 million), comprising:

- Restricted reserves of £35.4 million (2024: £76.2 million), held for grant capital purposes in line with funder conditions;
- Endowment funds of £0.5 million (2024: £0.5 million);
- Unrestricted reserves of £58.6 million (2024: £3.8 million).

The marked increase in unrestricted reserves reflects the reclassification of grant-funded assets under construction, now completed and meeting all associated grant conditions. These assets have been transferred from restricted to unrestricted reserves in accordance with accounting standards and funder agreements.

After accounting for unrestricted fixed assets of £57.2, the Institute's free reserves—defined as those available for general use in support of our charitable objectives—are £1.4 million (2024: £1.1 million).

The Institute's policy is to maintain free reserves within a target range of £3 million to £6 million, which is considered prudent to safeguard operational continuity, manage financial risk, and respond to unforeseen

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events. The current year-end position remains below this threshold. The Board acknowledges this shortfall and considers it a temporary but necessary outcome of strategic delivery.

Looking ahead to year end, 31 March 2026, the Institute anticipates continued pressure on balancing income and expenditure. Free reserves are expected to remain below target in the short term. However, the Board is committed to restoring reserve levels through disciplined cost management and income generation, as set out in our five-year financial strategy.

Investment Policy

Hutton's policy is that monies not immediately required for operations should be held in appropriate bank accounts, with interest credited to the income and expenditure account. Funds may be held on short to medium term deposit to achieve a higher interest rate where possible.

Objectives and Activities

The James Hutton Institute is a world class organisation delivering evidence-based solutions to the challenges facing the use of land and natural resources. Our five-year Corporate Plan covering 2021-2026 is informed by consultation on the views of our science and professional services teams, through review of our research themes and objectives, and with input from our Board and other key stakeholders. It remains fully informed by the views of our stakeholder community, aligns with key areas of Scottish and UK Government science and policy, and is relevant to the current and future challenges to which the Hutton can contribute solutions. We have begun work on our next Corporate Plan for 2026-2031.

The legal and administrative information detailed on pages 1 and 2 forms part of this report.

The Hutton's principal activity is to conduct research in soil, plant and environmental sciences leading to knowledge, innovation and services to meet the multiple demands on land and natural resources.

We are located principally in facilities based in the Craigiebuckler area of Aberdeen and in Invergowrie, near Dundee. Both the Craigiebuckler and Invergowrie sites are owned by Hutton, following the transfer on 31 March 2021 of the Invergowrie site into our ownership under the terms of the Tay Cities Region Deal funding. The Invergowrie site was formerly leased from Scottish Government. During 2024/25 we operated Research Farms at Glensaugh in Aberdeenshire (leased); at Mylnefield, Invergowrie (owned) and Balruddery (owned) in Perthshire, near Dundee. A proportion of the buildings and equipment we use was funded by capital grant from RESAS (the Rural & Environment Science & Analytical Services division within the Scottish Government). At Glensaugh, we operate from land owned by and rented from the Scottish Ministers.

Achievements and Performance

Operational Overview

Our activities in 2024/25 saw us operating within an environment that felt somewhat less challenging than the recent years, although global risks and challenges remained, with the continuing crises in Ukraine, Israel and Palestine and the uncertainty introduced by the USA's change in its approach to international trade and relations. The Board continued to review and reassess the potential impact of such global factors on Hutton's scientific activities, income generation and costs. We were able to continue to build in 2024/25 on the application of our science to help address the global challenges specifically related to the use of land and natural resources. Our work contributes to the solutions to many of the interlinked crises affecting our planet including climate, nature, food security and water. We delivered strongly during the year against our planned research agenda, with many significant research deliverables, publications, and further progress in sustaining and building on our Scottish, UK and global collaborations.

Our commercial subsidiary, James Hutton Limited (JHL), continued to be the main vehicle for converting our Intellectual Property into commercial outcomes, while also building on professional services offerings across the group as a whole.

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Our gender mix of employees at the year end was: male 46% (2024: 45%) and female 54% (2024: 55%). At Executive leadership level our gender mix at the year end was male 80% (2024: 75%) and female 20% (2024: 25%), with the balance having changed following the appointment of an additional male member of the executive team as of 1 March 2025. Our Equality, Diversity & Inclusion Committee continues to promote gender and wider equality at all levels. The Hutton was one of the first organisations of its kind to be awarded Athena SWAN Charter status in April 2014. Our ongoing commitment to advancing the careers of women in science and technology is recognised in our award of Athena SWAN Silver status in November 2024. As at the year end, the number of women on the Institute Board was ten (66%) out of fifteen (2024: ten out of sixteen, 63%). We intend to sustain our target of broad gender parity over time. Accordingly, planning for retirements and recruitments takes place on an ongoing basis, overseen by the People & Governance Committee, seeking to ensure continued balanced membership across business and scientific disciplines as well as gender balance.

Financial Review

The Board of Directors presents the report and financial statements for the year ended 31 March 2025. The statements comprise Group accounts for The James Hutton Institute and its commercial subsidiary, James Hutton Limited.

The capital and reserves as at 31 March 2025 totalled £94.5m and comprised:

- Endowment funds £0.5m
- Restricted funds £35.4m
- Unrestricted funds £58.6m

The highlights of the year are:

- Total income was £11.1m lower than last year, at £59.4m (2024: £70.5m). The level of total income, although somewhat less last year's exceptionally high level, remains unusually high due to capital income as noted below.
- Capital Income in the year funded directly by Scottish Government, primarily from the Just Transition Fund, was £8.3m (2024 £3.0m). Capital funded from the TCRD was £5.6m (2024: £19.4m). Additional grant-funded capital expenditure included awards from Scottish Enterprise, the Department for Business, Energy & Industrial Strategy, and charitable Trusts & Foundations.
- RESAS revenue grants were slightly higher this year than the prior year at £20.6m (2024 £20.5m). Centres of Expertise (CoE) activity is now reported within Research Grants and Contracts rather than as Grants from RESAS.
- Income recognised in the year from Institute contracts with a range of research funders other than RESAS was 21% lower year on year at £15.8m (2024: £20.1m).
- Other income includes research farms income, tuition fees, support from The Macaulay Development Trust and bank interest and was £3.0m (2024: £1.9m).
- James Hutton Limited turnover was £6.0m (2024: £5.5m), with an operating profit of £982k (2024: £309k). A Gift Aid distribution to the Institute of £786k (2024: £675k) has been agreed post year end. JHL's improved performance reflects their sustained focus on growth in support of the Institute.
- Overall, the Group made a surplus for the year after depreciation and tax of £14m (2024: £25.9m surplus). The significant scale of the surplus is again this year principally due to capital income, and does not reflect any substantive change in underlying revenue income or expenditure. It remains challenging to balance constrained funding with an increasing cost base.

Delivery of benefits from the new TCRD-funded facilities is the underpinning of our strategy to unlock additional value from the Invergowrie site, by moving to an Open Science Campus operating model. Extreme inflationary pressures during the project necessitated difficult decisions about the value-engineering and descoping of some of the originally-planned works. While these decisions were challenging to make and it was disappointing not to be able to deliver the full intended scope, the £32m main office and laboratory complex

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was handed over to us on schedule in July 2024, with staff moving in during the second half of the calendar year. Work continued for the remainder of the year on the installation of the high-throughput plant phenotyping facility that will support new research opportunities for our Advanced Plant Growth Centre from 25/26.

Notwithstanding the significant capital inflow from the TCRD, it remains challenging to secure grants and generate other income to support all the wider essential ongoing investment in, and maintenance of, our infrastructure and scientific equipment. We were delighted that we were successful in 22/23 in winning two Scottish Government 'Just Transition' grants – £7.2m to develop a just transition engagement hub on our Craigiebuckler campus and £6m to develop an exemplar green hydrogen facility at our Glensaugh research farm. The Just Transition Engagement Hub was also supported by a £1.6m grant from the Department for Science, Innovation and Technology (DSIT), for an immersive visualisation suite. Construction on the Just Transition Engagement hub progressed well during 24/25, with the facilities expected to be fully available for use by autumn 2025 following the extensive commissioning and testing needed for the facility. The green hydrogen facility at Glensaugh is targeted for completion by the end of 25/26. This has been delayed slightly compared to original timings due to a review of the work to date by the Scottish Government.

James Hutton Limited (JHL) is a wholly owned subsidiary of the Institute. Its principal activities are to generate commercial income from the exploitation of intellectual property developed at the Institute; to build close relationships with partners across a number of industries including food and drink, Agri-tech, oil and gas and environmental services sectors; and to help diversify the customer base and revenue streams of the Institute. JHL is a key part of our strategy to reduce the reliance of the Institute on government funding and to increase our revenues from income sources that cover their full economic cost (FEC) and provide a contribution to wider Institute activities funded at less than FEC. Analytical Services delivered a good full year outturn, although reflecting a mix of exceptional performance in some areas and weaker performance in others. Contract Research & Consultancy Services also experienced a strong year, although margins in this area were poorer than budgeted due to the nature of the work. Plant Breeding, Licensing & Sales and Royalty income remain challenging to maintain and to grow, although despite the slight decrease in total income in these areas, provided a positive contribution. Overall, a year on year increase in turnover and profit was achieved and is considered a good outcome, sufficiently aligned with our five-year growth plan.

Pay costs year on year have remained stable at £26.6m (2024: £26.7m), with a decrease in staff numbers offset by a negotiated inflationary pay uplift.

Non-pay costs have been subject to continued focus during the year due to the increasingly challenging inflationary pressures across the supply chain. Scientific consumable costs are stable at £6.1m. Other non-pay costs, excluding depreciation, have decreased by £0.3m (3%) from £9.3m in 2023/24 to £9.0m in 2024/25.

The overall outturn for the year - a surplus of £14m, compared to the 2023/24 surplus of £25.9m – reflects most significantly the impact of the reduced capital income of £13.8m recognised in relation to TCRD. It is noted that the accounting surplus remains exceptional in nature and does not represent a step change in the underlying capacity of the Institute to generate and sustain an operating surplus, with the underlying position excluding capital income being a small surplus.

Key Performance Indicators

We use a number of Key Performance Indicators (KPIs) to monitor the performance of financial and non-financial delivery, including total income; financial surplus/deficit; the number of scientific journal papers published; impact assessments; employee numbers; measures of waste recycled and CO₂ emissions.

The main financial KPIs are considered in the Financial Review section above.

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The main non-financial KPIs are:

1. Number of scientific Journal papers published:	312	(2024: 340)
2. Employee numbers:	535	(2024: 579)
3. Percentage of waste recycled:	57%	(2024: 70%) *
4. CO ₂ emissions:	2,988 tonnes	(2024: 3,272 tonnes) **

* Our percentage of waste recycled has been impacted adversely by decant and construction activity related to the TCRD.

** CO₂ emissions are reported on broadly the same basis as for the Institute's Public Bodies' Climate Change Duties (PBCCD) report. The scope of CO₂ emissions reporting has increased over time and now includes additional emissions sources including all fuels, rail and car travel, waste and water.

We continue to demonstrate the value that science brings both to the economy and to a wide range of stakeholders. In an environment of ever-changing global pressures and concerns, 'The Hutton' is making a difference and contributing to a more sustainable world.

Going Concern

At the time of approving these financial statements, the Board has a reasonable expectation that the Institute has adequate resources to continue its operations for the foreseeable future. This assessment reflects financial performance for the period following the 2024/25 year end up to the date of signing, alongside updated forecasts and assumptions regarding future activity. The Board has considered the potential impacts of the current economic climate, including inflationary pressures, global supply chain disruption, and geopolitical instability—such as developments in Ukraine, Israel and Palestine, changes in US government policy, and weather-related events including drought and flooding.

The Institute's financial position remains stable, with a forecast surplus for FY25/26, sufficient cash reserves, and access to a £3.5m overdraft facility. Income pipelines currently remain robust, and whilst not resilient to extreme financial shocks due to a shortfall of free reserves against target, the Board is satisfied that the Institute has sufficient liquidity and contingency measures to meet its obligations for a period of at least twelve months from the date of signing. Accordingly, the Board considers it appropriate to continue to adopt the going concern basis in preparing these financial statements

Outlook

We see a positive outlook for the Hutton, although national and global concerns remain around supply chains, and energy and food security. After some signs of a levelling-off of economic pressures in the UK and elsewhere following the exceptionally challenging recent years, there has been recent uncertainty and volatility to global economies and stock markets due to global geo-political issues between various states. However, this uncertainty reinforces a strategic imperative: the need for greater resilience and independence from volatile international markets and supply chains. These global disruptions are sharpening the focus on topics such as regenerative agriculture, circular economy and strengthening the case for localising supply chains for essentials such as food, energy, and water. Hutton can contribute to finding solutions in all of these areas. If a more benign economic environment can be achieved and sustained despite some of the disruptive wider global politics, a period of lower levels of inflation and decreases to UK interest rates would be very welcome. Hutton, along with many organisations and individuals, has struggled with recent years' inflation and we would welcome an easing of energy costs in particular, particularly now we are bearing the added annual burden of over £0.5m of additional employer national insurance contributions from April 2025.

Concerns over global energy and food security, supply chains and economic disruption will continue to ebb and flow in response to natural and human-driven forces. The warming global climate is leading to increasingly unpredictable weather, with devastating impacts on people and places, and which also result in and fuel greater economic challenge. In response to the continued macroeconomic challenges, Hutton continues to seek actively to mitigate the risks and identify opportunities aligned with our purposes. We remain hugely positive about our scientific mission, which has never been more relevant. We are uniquely aligned to undertake research and to feed into policy development and action planning that addresses the global pressures on land use and the climate. Our scientific teams cover: cell and molecular science; ecological science; environmental

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and biochemical science; information and computational science, social, economic and geographical science; and biomathematical statistics. Our teams have access to extensive research facilities in laboratories and glasshouses, and on our research farms. Our ability to make significant scientific contributions across multiple priority areas of UK and Scottish government policy is more important and more relevant than ever.

With the Tay Cities Region Deal investment in our Invergowrie site nearly concluded, we have moved to a focus on realising the benefits and opportunities that this investment brings. Having completed the construction of the main IBH/APGC building – the Crop Innovation Centre – and with the related £5.3m high-throughput phenotyping facility being commissioned from early 2025/26, there is huge potential to undertake novel research projects that cannot be undertaken anywhere else in the UK.

More widely, we continue to look at opportunities to invest in support of our International Land Use Study Centre (ILUSC) at our Craigiebuckler Campus. The Macaulay Development Trust generously funded improved access to the site, constructing a new access road across their land adjacent to the Institute. This road opened during the year and will greatly help us to have a genuinely open campus and improve access to the Just Transition funded engagement hub and DSIT-funded immersive visualisation suite. At Glensaugh Farm we continue to develop research opportunities in climate-positive farming, and, again, Scottish Government Just Transition funding is giving us a huge opportunity to demonstrate how a green hydrogen powered off-grid farm community might be part of climate-positive solutions for farming across Scotland. At Balruddery Farm we are exploring collaboration opportunities relating to the TCRD Angus Fund, as part of the 'CASI' project – the Centre for Agricultural and Sustainable Innovation.

During 24/25 we successfully delivered the fourth year of the current five-year programme of research activity for RESAS, as well as the fourth year under the new arrangements for the Scottish Government's Centres of Expertise (CoE). We are the lead Institution for the Centre of Expertise on Water ('CREW') and Centre of Expertise Knowledge Exchange and Innovation ('CKEI'), and a collaborator in the Centre of Expertise on Animal Disease Outbreaks ('EPIC') and the Centre of Expertise on Climate Change ('CXC'), led by the Universities of Glasgow and Edinburgh respectively. These activities present a continuing opportunity to align and enhance our activity across key areas of Scottish Government science and policy, where we have direct and powerful contributions to make to Scotland's climate targets and to helping shape its response to the food, energy and biodiversity crises. Although we secured a small cash increase in our 24/25 RESAS programme funding, this reflected planned increased delivery, and is still a real-terms cut, at a time when the need for high quality science-led solutions to Scotland's and the world's challenges has never been greater. Budgeting for 24/25, with increased cost levels, presented us with huge challenges in trying to continue to deliver our essential high quality science and support our people. Having utilised much of our already low reserves in prior years to weather the financial challenges, we very reluctantly had to take the decision in early 2024 to begin a process of actively reducing headcount. A voluntary exit exercise was undertaken in early 2024, followed by a smaller compulsory redundancy exercise. Such exercises are always challenging and emotionally charged. These recent exercises have been all the more challenging for us when we at the Hutton have such an essential role to play nationally and globally in the face of anthropogenic climate change and the multiple crises it is triggering, and we should be growing our capacity to help address the crises rather than feeling forced to reduce our capacity.

The Executive team and the Board will continue to review and reassess on a regular basis the impact of RESAS funding settlements that are not keeping pace with inflation and seek to replace the real-terms loss in income from other sources. We continue to work towards greater robustness of the Institute's financial position and to seek additional mitigations. While there remain many uncertainties, not least the possibility of further, more damaging real-terms cuts in our funding or additional employer tax burdens, we have a key national and international role to play. Given the criticality of what we do, we are confident there are routes to sustain and strengthen our scientific contribution at a national and global level.

Risks

We manage and mitigate risk in a number of ways. These include the use of Risk Registers across the organisation, a Risk Appetite Statement and policies on key operational matters. Our Corporate Risk Register is updated regularly. Each risk is assigned to a Hutton management Committee and is an agenda item for specific discussion at each meeting. The Executive team also review all corporate risks on a regular basis, and the Risk Register is subject to further review by the Board.

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This Risk Register identifies the key operational risks to the organisation and our mitigating actions, which are reviewed regularly by our Board. As part of this process, the following key risks have been identified:

- Loss of key members of our scientific or professional services teams, or an inability to attract/retain team members due to availability of funding, our reward package, our attractiveness as an organisation, a lack of research resources or issues with work permits/visas would damage our ability to deliver our scientific and research objectives.
- Failure to maintain an appropriate balanced portfolio of income that sufficiently reflects FEC – including generating sufficient contribution from non-research income, capitalising on commercial opportunities and our intellectual property, and securing wider funding and fundraising opportunities – will lead to Hutton being financially unsustainable in the longer term.
- Any failure in the delivery of our research for RESAS could have significant financial and reputational repercussions given the scale of this multi-year programme. Sustained year on year real terms cuts to Hutton's funding from RESAS also create significant challenge.
- Global economic and trading conditions may place continued pressures on supply chains and our scientific and business relationships, and contribute to renewed inflationary pressures in the UK and elsewhere, threatening our ability to continue 'business as usual', increasing the risks to our income and exacerbating the pressures of balancing income and cost.
- During our development of multiple concurrent initiatives such as the International Land Use Study Centre (incorporating the Just Transition engagement hub and immersive visualisation suite), the Glensaugh Climate Positive Farm (incorporating the HydroGlen green hydrogen project), the TCRD Angus Fund Centre for Agricultural and Sustainable Innovation and the National Potato Innovation Centre there is a risk of overstressing senior colleagues and project teams, with consequent risk to successful delivery while still successfully sustaining day to day activities.
- Failure to deliver against agreed benefits realisation plans for grant-funded projects such as TCRD would result in reputational damage and potential direct or indirect penalty, harming our ability to secure future funding.
- Failure to invest sufficiently in renewal and maintenance of equipment and infrastructure creates risk to our science capability, and by extension, our financial sustainability.

These specific risks are monitored and managed on a regular basis and appropriate mitigation is put in place where necessary.

Financial instruments and credit risk

Our credit risk is primarily attributable to trade and other debtors. The amounts presented in the balance sheet are net of provisions for doubtful debts. We have no history of significant debt write-offs, and no significant concentration of credit risk, with our exposure normally spread over a large number of customers. Our greatest exposure by value to a single party is with the Scottish Government, relating to our work with RESAS and to the Just Transition projects, for which we are normally paid monthly in arrears.

Our credit risk on liquid funds is considered to be limited, with our counterparties having strong credit ratings from recognised credit-rating agencies. The Institute does not enter into any derivative financial instruments.

The crisis in Ukraine and wider ongoing global and national economic disruption, including that created by the current US administration, do not appear to have created any significant new credit risk issues for us.

Other Information

Payment of Creditors

Our policy is to pay suppliers within the period contractually agreed. Payment normally occurs within 28 days of the later of receipt of the goods or receipt of the invoice. Where contractual obligations require payment in less than 28 days this is accommodated. In all instances our policy is that payment is only made after the authorised Institute representative is satisfied that the goods or services provided are in accordance with the agreed terms and conditions.

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Equal Opportunities

We are an Equal Opportunity Employer committed to positive policies in recruitment, training and career development for our people. In accordance with our Equality and Diversity Policy all our people, regardless of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, and sexual orientation should receive equal treatment. In recognition of these commitments, we hold a silver Athena SWAN accreditation addressing gender equality across a number of disciplines and are a Stonewall Diversity Champion, a Disability Confident Committed Employer and actively promote flexible working conversations from prospective and current team members. As a result, and in support of these initiatives, we may use positive action to achieve our legitimate ambitions.

Health and Safety

We seek to maintain and develop a positive attitude between our leadership team, all our people and trade unions with regard to health, safety and welfare at work issues. We have comprehensive and clearly laid out health and safety policies, procedures and systems and actively promote a strong health and safety culture. There is a Board level Health & Safety champion.

Employee Communications

The following arrangements are in place to provide information to and support consultation with our people:

Hutton Negotiating and Consultative Committee	Meetings of Union representatives and management, held at least twice per year or more frequently if necessary.
Health & Safety Committee	Hutton's main safety committee. Subcommittees meet for laboratory, estates, research farm, policy and genetic modification issues.
Environmental Committee	Employee-led Committee which considers environmental issues, policies and solutions which impact on our people, the Hutton Group and our working environment.
Equality, Diversity and Inclusion Committee	In recognition that our equalities work requires a broad approach and consultation to help us reflect all protected characteristics, the ED&I team oversees Hutton Group's activities around diversity in the workplace.
Health and Safety Manual	All employees are required to familiarise themselves with the online H&S Manual and related Policies and Procedures on appointment. Regular H&S bulletins and updates are issued to ensure continued awareness.
'Connect' intranet Site	Updated daily with news, employee information, blogs and updates.
Employee Bulletin	Circulated weekly by email.
Open House	A regular Hutton-wide forum hosted by the Chief Executive and open to all colleagues. Supports dissemination of information on Hutton's activities, and allows colleagues to raise questions of the Chief Executive and wider leadership team.
Employee Code	Available on Connect.

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Library Information

Information on new library resources is circulated on a regular basis, as required.

In addition, we have a comprehensive induction and orientation programme for new team members.

We recognise Prospect as the Trade Union representing our employees and in addition we have our Negotiating and Consultative Committee.

Evaluating Quality of Service

Regular independent peer reviews of programmes of research, knowledge transfer and end user relevance are undertaken to evaluate the quantity, relevance and quality of output. All Hutton's published work is refereed internally and that appearing in international journals is also refereed externally. The Institute's analytical facility has United Kingdom Accreditation Scheme (UKAS) 17025 status and the Institute holds both the ISO 9001:2015 Quality Assurance standard and the ISO 14001:2015 Environmental Management standard. The UKAS 17025 accreditation is externally reviewed annually and the ISO 9001 and ISO 14001 certifications are reviewed biannually.

Environment, Energy and Carbon

Overview

As part of the Institute's commitment to sustainable development, we conduct our activities in such a manner as to reduce our impact on the environment. To assist in achieving this commitment, an Environmental Committee oversees all relevant environmental matters, reporting to the Institute Management Team. The Committee monitors relevant aspects of the Institute's activities and recommends changes to achieve a smaller environmental footprint, including an energy and waste management strategy that aims to minimise emissions to the environment and ensure that the standards set by all relevant legislation are either complied with or exceeded. 'Sustainable Hutton' was established to ensure an appropriate focus on these areas, with a dedicated sustainability officer and an Executive and Board champion. We have developed a Climate Action Plan, providing a clear route to net zero by 2035 for scope 1 and scope 2 emissions and 2040 for scope 3 emissions.

In accordance with the Streamlined Energy and Carbon Reporting Regulations we report specific energy- and carbon-related information annually. All figures reported are equivalent to our submission to Scottish Government under the Public Bodies' Climate Change Duties (PBCCD) reporting requirements, except for water, as emission factors differ between DEFRA factors and PBCCD factors. All published group PBCCD reports can be viewed on our website and provide further detail on the methodology.

Emissions over 2024/25 decreased by 284 tCO₂e over all scopes, a reduction of 9%. With regards to scope 1 and 2 emissions, grid electricity as well as transport & machinery fuel consumption decreased significantly, while gas emissions decreased slightly.

Similarly positive is progress with emissions associated with business travel, which decreased by 18%, driven by a reduction in mileage of 20% as well as lower emission factors for travel. It is worth noting that emissions and mileage of all modes of transport decreased.

Waste and water consumption increased over the year, which is likely a result of construction on site.

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Total Greenhouse Gas emissions

Our total Greenhouse Gas (GHG) emissions have decreased slightly year on year:

	2024/25 GHG Emissions (tCO _{2e})	2023/24 GHG Emissions (tCO _{2e})
Energy Consumption and GHG emissions	2,666	2,880
Other material sources of GHG emissions (Scope 3)	322	392
TOTAL EMISSIONS	2,988	3,272

Further analysis of GHGs arising from energy consumption and from other sources is provided below.

Energy Consumption and Greenhouse Gas emissions

	2024/25		2023/24	
	Energy consumption (MWh, Net Calorific Value for fuels)	Resultant GHG Emissions (tCO _{2e})	Energy consumption (MWh, Net Calorific Value for fuels)	Resultant GHG Emissions (tCO _{2e})
Natural Gas	6,995	1,280	7,032	1,286
Electricity	5,658	1,171	6,488	1,344
Transport & Machinery Fuels				
...Diesel	826	210	963	245
...Petrol	23	5	21	5
...LPG / Propane	0	0	8	1
	-	-		
Fuels total	849	215	992	251
ENERGY TOTAL	13,502	2,666	14,512	2,880

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Other material sources of Greenhouse Gas emissions (Scope 3)

	2024/25		2023/24	
	Footprint (units are source- specific)	Resultant GHG Emissions (tCO _{2e})	Footprint (units are source- specific)	Resultant GHG Emissions (tCO _{2e})
Travel				
...Domestic flights ('000 passenger-km)	104	28	126	34
...Short-haul flights ('000 passenger-km)	502	93	651	121
...Long-haul flights ('000 passenger-km)	587	153	700	183
...Rail ('000 passenger-km)	488	17	503	18
...Employee car mileage claimed as expenses ('000 km)	159	27	197	33
Travel total ('000 passenger-km)	1,840	318	2,177	389
Waste (tons)	300	2	248	2
Water ('000 m ³ supplied)	30	2	12	1
OTHER SOURCES TOTAL		322		392

Intensity Ratios

We report below two intensity ratios:

- emissions per employee
- emissions per £1m of turnover

	2024/25		2023/24	
	Metric value	Intensity ratio	Metric value	Intensity ratio
Average number of employees during the year (FTE)	498	6.0 tCO _{2e} per person	538	6.1 tCO _{2e} per person
Group turnover	£59.4m	50.3 tCO _{2e} per £1m	£70.5m	46.4 tCO _{2e} per £1m

The emissions per FTE decreased by 2%, while group turnover (including capital) intensity increased by 8% year on year. The increase of group turnover intensity is due to a 16% decrease in group turnover in FY2024/25.

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The turnover intensity ratio is significantly affected by the level of capital income, which was significantly higher than normal in both 22/23 and 23/24 due to TCRD. If capital income were excluded from turnover, the intensity ratios based on only revenue income would be higher:

	2024/25		2023/24	
	Metric value	Intensity ratio	Metric value	Intensity ratio
Group turnover excluding capital income	£45.6m	65.6 tCO _{2e} per £1m	£48.1m	68.1 tCO _{2e} per £1m

We continue to take action, as outlined below, with a view to reducing our emissions and improving our intensity ratios.

Energy Efficiency Action

Electricity consumption was lower than in previous year, due to the commissioning of Bullionfield Solar Meadow, which is expected to generate 2,214 MWh annually. The solar meadow was commissioned in October and generated over 950 MWh electricity between October 2024 and May 2025.

Our Transport and Machinery fuel consumption and emissions are 14% lower than in 2023/24. This was mainly driven by a reduction in red diesel consumption at the farms. This trend is likely to continue, as Glensaugh farm is being converted to be run on green on-site produced hydrogen, replacing the need for fossil fuels.

Action on renewable energy supplies continued in 2024/25. Our electricity supply remained entirely backed by Renewable Energy Guarantees of Origin (REGOs) through our supplier EDF. The decarbonisation of heat at our Craigiebuckler site, through a heat from wastewater scheme, went through the design and engineering stage. Additionally, we received funding for an external energy consultant to conduct an energy audit and evaluate options to help decarbonise the Invergowrie, and Craigiebuckler sites. The report proposed 30 measures that would reduce emissions from our operations by more than 1,300 tCO_{2e} annually. The measures will be implemented when possible, to help drive our net zero ambitions.

Access to Information and Data

Our policy regarding access to information derived from programmes of research commissioned by RESAS balances the principles and objectives of open access and open government – principles that the Institute fully supports – with the expectation that we should also seek, where appropriate, to market our intellectual property through copyright, licence or patent. Access to information and data arising from other contracts is subject to the conditions agreed with the client.

Statement of disclosure to auditor

Board members at the date of approval of this report confirm that:

- a) so far as they are aware, there is no relevant audit information of which the company’s auditor is unaware; and,
- b) they have taken all steps they ought to have taken as Board Members in order to make themselves aware of any relevant audit information and to establish that the company’s auditor is aware of that information.

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Auditor

A resolution to appoint AAB Audit & Accountancy Limited as auditor of the charitable company will be proposed at the next general meeting.

On behalf of the Board of Directors

Susan Davies

Susan Davies
Chair

Date: 03 December 2025

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INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND TRUSTEES OF THE JAMES HUTTON INSTITUTE

Opinion

We have audited the financial statements of The James Hutton Institute (the "parent charitable company") and its subsidiary (the "group") for the year ended 31 March 2025 which comprise the Consolidated Statement of Financial Activities, the Group and Parent Charitable Company Income and Expenditure Account, the Group and Parent Charitable Company Balance Sheets, the Group Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and parent charitable company's affairs as at 31 March 2025, and of the group's and parent charitable company's incoming resources and application of resources, including the group's and parent charitable company's income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and regulations 6 and 8 of the Charities Accounts (Scotland) Regulations 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the group and parent charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the Financial Reporting Council's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the group and parent charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the Annual Report other than the financial statements and our Auditor's Report thereon. The trustees are responsible for the other information contained within the Annual Report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated.

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INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND TRUSTEES OF THE JAMES HUTTON INSTITUTE (CONTINUED)

If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinion on other matters prescribed by the Companies Act 2006

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

- the information given in the trustees' report (incorporating the strategic report and the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the strategic report and the directors' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 and the Charities Accounts (Scotland) Regulations 2006 (as amended) require us to report to you if, in our opinion:

- adequate and proper accounting records have not been kept by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company's financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the Board Members' Responsibilities Statement set out on page 3, the Board Members (who are also the directors of the charitable company for the purposes of company law and trustees for the purposes of charity law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the group's and parent charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the group or the parent charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

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

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INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND TRUSTEES OF THE JAMES HUTTON INSTITUTE (CONTINUED)

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below.

We obtained an understanding of the legal and regulatory frameworks within which the group and parent charitable company operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and Taxation legislation.

We identified the greatest risk of material impact on the financial statements from irregularities including fraud to be:

- Management override of controls to manipulate the group and parent charitable company's key performance indicators to meet targets;
- Timing and completeness of revenue recognition;
- Recognition of income and costs from external contracts;
- Allocation of income and expenditure to appropriate restricted and unrestricted funds;
- The appropriateness of the going concern basis of accounting in the preparation of the financial statements;
- Management judgement applied in calculating estimates and provisions; and
- Compliance with relevant laws and regulations which directly impact the financial statements and those that the group needs to comply with for the purpose of trading.

Our audit procedures to respond to these risks included:

- Testing of journal entries and other adjustments for appropriateness;
- Testing a sample of revenue transactions to ensure entitlement to income and recognition in the correct period;
- Reviewing a sample of contracts to ensure recognition of income and allocation of costs is appropriate;
- Reviewing the allocation of transactions on a sample basis to ensure in line with any award conditions;
- Reviewing post year end results, budgets and forecasts to ensure we concur with management's assessment of the going concern assumption;
- Reviewing judgements made by management in their calculation of accounting estimates for potential management bias;
- Enquiries of management about litigation and claims and inspection of relevant correspondence;
- Reviewing legal and professional fees to identify indications of actual or potential litigation, claims and any non-compliance with laws and regulations;
- Performing a disclosure checklist on the financial statements to ensure Companies Act 2006 and Charities and Trustee Investment (Scotland) Act 2005 requirements are satisfied;
- Analytical procedures to identify any unusual or unexpected trends or relationship; and
- Reviewing minutes of meetings of those charged with governance to identify any matters indicating actual or potential fraud.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

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**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND TRUSTEES OF THE
JAMES HUTTON INSTITUTE (CONTINUED)**

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006, and to the charitable company's trustees, as a body, in accordance with regulation 10 of the Charities Accounts (Scotland) Regulations 2006. Our audit work has been undertaken so that we might state to the charitable company's members and its trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company, the charitable company's members as a body and its trustees as a body, for our audit work, for this report, or for the opinions we have formed.



Antony J Sinclair BAcc CA (Senior Statutory Auditor)

for and on behalf of
French Duncan LLP

Chartered Accountants and Statutory Auditor
133 Finnieston Street
Glasgow
G3 8HB

Date: 03 December 2025

French Duncan LLP trading as AAB is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006.

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CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 MARCH 2025

	Note	Unrestricted Funds	Restricted Funds	Endowment Funds	Total Funds 2025	Total Funds 2024
		£000	£000	£000	£000	£000
Income and endowments from:						
Other trading activities	7	6,039	-	-	6,039	5,499
Investments	5	111	-	15	126	59
Charitable activities	3	2,543	50,715	-	53,258	64,913
Total income and endowments		8,693	50,715	15	59,423	70,471
Expenditure on:						
Raising funds	7	5,057	-	-	5,057	5,190
Charitable activities	6	472	39,868	-	40,340	39,454
Total expenditure		5,529	39,868	-	45,397	44,644
Net gain on fixed asset investments	9	-	-	2	2	39
Net income		3,164	10,847	17	14,028	25,866
Taxation		(24)	-	-	(24)	35
Transfers between funds		51,620	(51,620)	-	-	-
Net movement in funds	25	54,760	(40,773)	17	14,004	25,901
Balances at 1 April 2024		3,814	76,183	482	80,479	54,578
Balance at 31 March 2025		58,574	35,410	499	94,483	80,479

Restricted funds are those received for specific research purposes from RESAS and other research procurers. Unrestricted funds are from charitable and commercial sources on which there are no restrictions on how they are applied. The purpose of Endowment funds is explained in note 15.

Details of the net movements in restricted and unrestricted funds are given in notes 16 and 17.

The Institute has not presented its own Statement of Financial Activities as information regarding net income and net movement in funds for the financial year can be obtained from pages 25 and 26.

All the above figures relate to the continuing activities of the Group and the Institute.

The notes on pages 28 to 49 form part of these financial statements.

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INCOME AND EXPENDITURE ACCOUNT
FOR THE YEAR ENDED 31 MARCH 2025

	Note	Group		Institute	
		2025	2024	2025	2024
		£000	£000	£000	£000
Income:					
Grants from RESAS	2	20,596	21,631	20,596	21,631
Research grants and contracts	3	15,794	20,086	15,794	20,086
Just Transition Fund grants	3	8,268	1,898	8,268	1,898
Tay Cities Region Deal grants	3	5,574	19,412	5,574	19,412
Intercompany charges		-	-	1,898	1,802
Gift aid received		-	-	675	650
Other income	3	3,026	1,886	3,026	1,886
Trading income from subsidiaries	7	6,039	5,499	-	-
Gains on fixed asset investments	9	2	39	2	39
Interest and investment income	5	126	59	112	42
Gross income		59,425	70,510	55,945	67,446
Expenditure:					
Staff costs		26,571	26,663	24,664	24,913
Scientific consumables		6,148	6,269	5,211	5,685
Depreciation	8	3,715	2,397	3,619	2,302
Other costs	29	8,963	9,315	8,743	8,356
Total expenditure		45,397	44,644	42,238	41,256
Net income before tax		14,028	25,866	13,707	26,190
Tax recoverable/(payable)		(24)	35	-	-
Net income		14,004	25,901	13,707	26,190

All the above figures relate to the continuing activities of the Group and the Institute.

There is no material difference between the surplus for the financial year stated above and its historical cost equivalent.

The notes on pages 28 to 49 form part of these financial statements.

THE JAMES HUTTON INSTITUTE
(Limited by Guarantee, Not Having A Share Capital)

BALANCE SHEETS
FOR THE YEAR ENDED 31 MARCH 2025

	Note	Group		Institute	
		2025 £000	2024 £000	2025 £000	2024 £000
Fixed Assets:					
Tangible assets	8	90,677	78,031	90,061	77,450
Investments	9	391	389	291	289
		91,068	78,420	90,352	77,739
Current Assets:					
Stocks	10	247	263	247	263
Debtors	11	9,199	22,484	7,287	20,805
Cash at bank and in hand		5,522	3,430	4,749	2,712
		14,968	26,177	12,283	23,780
Creditors: amounts falling due within one year	12	(11,251)	(23,785)	(10,415)	(22,964)
Net Current Assets		3,717	2,392	1,868	816
Total assets less current liabilities		94,785	80,812	92,220	78,555
Creditors: amounts falling due after more than one year	13	(157)	(199)	(157)	(199)
Provision for liabilities	30	(145)	(134)	-	-
Net Assets	18	94,483	80,479	92,063	78,356
Funds of the charity					
Endowment funds	15	499	482	499	482
Restricted funds	16	35,410	76,183	35,410	76,183
Unrestricted funds	17	58,574	3,814	56,154	1,691
Total charity funds	18	94,483	80,479	92,063	78,356

These financial statements were approved by the Board on 03 December 2025
on its behalf by:

and were signed

Susan Davies

Susan Davies
Chair

Susan Mitchell

Susan Mitchell
Director

The notes on pages 28 to 49 form part of these financial statements.

THE JAMES HUTTON INSTITUTE
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CONSOLIDATED CASH FLOW STATEMENT
FOR THE YEAR ENDED 31 MARCH 2025

	Note	2025 £000	2024 £000
Net cash provided by operating activities	19	<u>10,674</u>	<u>1,372</u>
Investing activities			
Purchase of tangible fixed assets		(16,182)	(29,039)
Proceeds on disposal of tangible fixed assets		350	-
Bank interest received		114	46
Dividends received		12	13
Capital grants received		13,863	22,451
Net cash flow from investing activities		<u>(1,843)</u>	<u>(6,529)</u>
Financing activities			
Bank loan borrowing		(6,450)	6,450
Capital element of hire purchase repayments		(289)	(298)
Net cash flow from financing activities		<u>(6,739)</u>	<u>6,152</u>
Change in cash and cash equivalents		2,092	995
Cash and cash equivalents at start of reporting period	20	<u>3,430</u>	<u>2,435</u>
Cash and cash equivalents at end of reporting period	20	<u><u>5,522</u></u>	<u><u>3,430</u></u>

The notes on pages 28 to 49 form part of these financial statements.

THE JAMES HUTTON INSTITUTE
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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

1 Principal accounting policies

Company Information

The James Hutton Institute is a private company limited by guarantee incorporated in Scotland. The registered office is given on page 2 of these financial statements. The nature of the charity's operations and principal activities are set out within the Trustees' report on pages 3 to 19.

General information and basis of preparation

These accounts have been prepared in accordance with: FRS 102, the Financial Reporting Standard applicable in the UK and Republic of Ireland; the Statement of Recommended Practice (SORP) 'Accounting and Reporting by Charities' (second edition - October 2019), which applies FRS 102 to charities; and the Companies Act 2006. The financial statements have also been prepared in accordance with the Charities Accounts (Scotland) Regulations 2006 (as amended) and the Charities and Trustee Investment (Scotland) Act 2005. The company is a Public Benefit Entity as defined by FRS 102. The charity has availed itself of s396 of the Companies Act 2006, as permitted in paragraph 4(1) of Schedule 1 of SI 2008 no. 409, and adapted the Companies Act formats to reflect the special nature of the charity's activities.

The accounts are prepared in sterling, which is the functional currency of the Institute. Monetary amounts in these financial statements are rounded to the nearest thousand pounds sterling.

The accounts have been prepared on a going concern basis under the historical cost convention, modified to include certain items at fair value. The principal accounting policies adopted are set out below. These policies have been consistently applied to all years presented unless otherwise stated.

FRS 102 reduced disclosure framework - parent charitable company

The Institute qualifies to adopt the reduced disclosure framework for FRS 102 and has taken advantage of the disclosure exemptions available to it.

The Institute has taken advantage of the following disclosure exemptions under FRS 102:

- a) The requirements of Section 7 Statement of Cash Flows and Section 3 Financial Statement Presentation paragraph 3.17 (d); and,
- b) The requirement of Section 33 Related Party Disclosures paragraph 33.7.

Going concern

At the time of approving these financial statements, the Board has a reasonable expectation that the Group has adequate resources to continue operations for the 12 month period after signing of the accounts, and therefore they have been prepared on a going concern basis.

Basis of consolidation

The group financial statements consolidate the accounts of the Institute and its commercial subsidiary, James Hutton Limited (JHL).

THE JAMES HUTTON INSTITUTE
(Limited by Guarantee, Not Having A Share Capital)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

1 Principal accounting policies (continued)

Gift aid distributions

Gift aid distributions from the subsidiary to the parent charitable company are accounted for as reserve movements in the subsidiary, and income in the Institute, in the period in which they are formally approved.

Government Grants

Grants for current and capital expenditure are credited to income in the year in which they are received unless the Institute has not satisfied the conditions of entitlement before the end of the reporting period.

Grants and contract income from external sources

Grants are credited to the income and expenditure account to the extent of the expenditure charged, due to the inherent variability of research work and the timescale over which it is carried out. However, a prudent estimate of any surplus or deficit attributable to work completed is recognised once the outcome of the contract can be assessed with reasonable certainty. Amounts receivable and unexpended balances are included in debtors and creditors respectively.

Resources Expended

Resources expended are included on an accruals basis inclusive of any irrecoverable VAT.

Costs are allocated to projects and cost centres on a full economic costing basis. Those costs which can be identified as being attributable to specific activities are charged directly to them. Indirect costs, attributable to more than one activity, are apportioned across projects and cost categories on the basis of an estimate of the proportion of time spent by staff on those activities.

Intangible fixed assets

Acquired goodwill is capitalised and amortised over its useful economic life.

Tangible fixed assets and depreciation

Tangible fixed assets are stated at cost less depreciation.

Depreciation is provided to write off the cost less the estimated residual value of tangible fixed assets, by equal instalments over their estimated useful economic lives as follows:

Buildings	10-50 years
Agricultural buildings and structures	25 years
Plant, machinery and equipment	3-25 years
Motor vehicles	5-10 years

Assets under construction are not depreciated until the asset has been brought into use.

No depreciation is provided on heritable land.

Impairment of fixed assets

At each reporting end date, the Institute reviews the carrying amounts of its tangible and intangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss, if any.

THE JAMES HUTTON INSTITUTE
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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

1 Principal accounting policies (continued)

Fixed asset investments

Investments in subsidiary undertakings and other unlisted investments are included at cost except where provision is made against an identified permanent diminution in value.

Listed investments are stated at fair value which is determined by reference to quoted market values.

Investment income

Dividends from listed investments and bank interest are included in the income and expenditure account when they are receivable.

Stocks

Stocks are stated at the lower of cost and net realisable value. The value of livestock has been stated at 60% of market value at the balance sheet date as estimated by the farm managers.

Fund accounting

Funds held by the Institute are classified as:

- Unrestricted funds – these are funds which can be used in accordance with the charitable objects at the discretion of the Trustees; or
- Restricted funds – these are funds that can only be used for particular restricted purposes within the objects of the Institute; or
- Endowment funds – these are funds that are required to be maintained as permanent capital and can only be used for particular restricted purposes as specified by the donor.

Financial Instruments

The Institute has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised when the Institute becomes party to the contractual provisions of the instrument.

Financial assets are offset, with the net amounts presented in the accounts when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

Basic financial assets

Basic financial assets, which include trade and other receivables and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest.

THE JAMES HUTTON INSTITUTE
(Limited by Guarantee, Not Having A Share Capital)
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

1 Principal accounting policies (continued)

Impairment of financial assets

Financial assets are assessed for indicators of impairment at each reporting date.

Financial assets are impaired where there is objective evidence that, as a result of one or more events that occurred after the initial recognition of the financial asset, the estimated future cash flows have been affected. The impairment loss is recognised in net income (expenditure).

Derecognition of financial assets

Financial assets are derecognised only when the contractual rights to the cash flows from the asset expire, or when it transfers the financial asset and substantially all the risks and rewards of ownership to another entity.

Basic financial liabilities

Basic financial liabilities, including trade and other payables, are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade payables are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Accounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade payables are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

Classification of financial liabilities

Financial liabilities and equity instruments are classified according to the substance of the contractual arrangements entered into. An equity instrument is any contract that evidences a residual interest in the assets of the Institute after deducting all of its liabilities.

Derecognition of financial liabilities

Financial liabilities are derecognised when, and only when, the Institute's obligations are discharged, cancelled, or they expire.

Taxation

The Institute has been granted charitable status by HMRC and is not therefore liable to corporation tax on charitable income and gains.

Foreign currencies

Transactions in foreign currencies are recorded using the rate of exchange ruling at the date of the transaction. Monetary assets and liabilities denominated in foreign currencies are translated using the contracted rate or the rate of exchange ruling at the balance sheet date and the gains or losses on translation are included in the statement of financial activities.

Research and development expenditure

All research and development expenditure is written off in the year in which it is incurred.

THE JAMES HUTTON INSTITUTE
(Limited by Guarantee, Not Having A Share Capital)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

1 Principal accounting policies (continued)

Finance and operating leases

The annual rentals for operating leases are charged to the income and expenditure account on a straight line basis over the lease term. Assets acquired under finance leases are included in fixed assets and the capital element is shown as obligations under finance leases.

Assets held under finance leases are recognised at the lower of the assets fair value at the date of inception and the present value of the minimum lease repayments. The related liability is recorded in the balance sheet as a finance lease obligation. Lease payments are treated as consisting of capital and interest elements. The interest is charged to the income and expenditure account so as to produce a constant periodic rate of interest on the remaining balance of the liability.

Employee benefits

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the Institute is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

Post retirement benefits

The Group operates a defined contribution pension scheme which has been offered to all employees since 1 April 2017. Employer contributions to the scheme are charged to income and expenditure in the year to which they relate.

Details of the pension schemes are given in note 23.

Critical accounting estimates and judgements

In the application of the Institute's accounting policies, the directors are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

The following judgements or estimation uncertainties have a significant effect on amounts recognised in the financial statements:

- In determining the amount of any surplus or deficit to be recognised on external grants and contract income, management must consider the likely eventual outcome of the contract. This involves judgement in determining the stage of completion and an estimate of further costs to come.
- Management make an assessment of the recoverability of trade and other debtors and exercise judgement in determining the level of any provision for doubtful debts.
- Depreciation of fixed assets is based on management assessments of the estimated remaining economic lives of those assets.
- Management must also consider whether there has been any impairment of fixed assets.

THE JAMES HUTTON INSTITUTE
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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

2 Grants received from RESAS

	2025	2024
	£000	£000
Group and Institute		
Opening deferred income	21	1,162
Grants for current expenditure	20,575	20,490
	20,596	21,652
Income deferred - Other capital expenditure grants	-	(21)
	20,596	21,631

All amounts included above are attributable to restricted funds.

3 Income and endowments from charitable activities

	2025	2024
	£000	£000
Group		
RESAS grants for revenue expenditure	20,575	20,490
RESAS grants for capital expenditure	21	1,141
Just Transition Fund for capital expenditure	8,268	1,898
Tay Cities Region Deal for capital expenditure	5,574	19,412
Grants from MDT for revenue expenditure	482	1,489
Other grants and contract income of Institute	15,312	18,597
Other income	3,026	1,886
Total incoming resources from charitable activities	53,258	64,913
Attributable to funds as follows:		
Restricted funds	50,715	61,129
Unrestricted funds	2,543	3,784
	53,258	64,913

Analysis of other income

	2025	2024
	£000	£000
Group and Institute		
Facilities income	270	284
Centre for Knowledge	4	10
Other rental income	412	256
Student fees	114	10
Services	138	188
Farm income	624	551
Equipment donation	-	68
Other sundry income	1,464	519
	3,026	1,886

THE JAMES HUTTON INSTITUTE
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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

4 Employee information

The average number of persons employed by the group during the year is analysed below:

	2025	2024
	Number	Number
Scientific	395	422
Other	140	157
	535	579
Employee costs:	£000	£000
Wages and salaries	20,907	21,469
Social security costs	1,880	1,879
Other pension costs	3,198	3,301
Other benefits	586	14
Total direct costs of employment	26,571	26,663

Other benefits represents redundancy and ex-gratia payments paid to 38 employees (2024: 3). The group policy for redundancy entitlement is:

<i>Eligibility</i>	<i>Basis of payment</i>	<i>Salary basis</i>	<i>Maximum</i>
Less than 2 years of service	None	n/a	n/a
2 to 4 years of service	Statutory	Statutory	Statutory
Greater than 4 years	2 weeks salary per completed year of service	Actual pensionable salary	9 months up to scheme pension age, then reduced to 6 months

In accordance with the corporate governance arrangements for the Group, members of the Board received remuneration for their services as follows:

	2025	2024
	£000	£000
Susan Davies	30	21
Ian Gambles	-	15
George Lawrie	12	12
Deborah Keith	-	6
Iain Reid	-	8
Alyson Tobin	-	8
Anne MacColl Turpin	12	8
Susan Mitchell	12	7
Olga Kozlova	12	4
	78	89

THE JAMES HUTTON INSTITUTE
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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

4 Employee information (cont.)

	2025	2024
	£000	£000
The following JHL directors received remuneration of:		
Robin Walker	12	9
Carol Stanley	6	2
Liz Trevor	6	2
	<u>24</u>	<u>13</u>
	<u>102</u>	<u>102</u>

Any increases from prior year in the above table are due to FY25 representing a full year of remuneration, versus partial prior year. Travel and subsistence expenses of £11,373 (2024: £15,061) were reimbursed to 11 members of the Board (2024: 19 members).

	2025	2024
	£000	£000
The Chief Executive, the highest paid employee, received remuneration of:		
Core salary	143	148
Contingent salary	-	12
Amount in lieu of pension	21	22
Rewards to Inventors	1	2
	<u>165</u>	<u>184</u>

The CEO's remuneration can include a core salary element, an element that is contingent on delivery of agreed objectives, an amount in lieu of a pension contribution, and payments due under the Institute's 'Rewards to Inventors' scheme. The CEO's objectives are set by the Board, who also assess annual achievement against these for the purposes of determining the proportion of contingent salary payable. Payments under the 'Rewards to Inventors' scheme relate to the CEO's previous role as a research scientist, in which intellectual property was developed in collaboration with others, and from which, under the terms of the scheme, an ongoing royalty share arises equally to all the inventors. The CEO's salary was not increased as of 1 July 2024 despite the pay award made to most employees as of this date. The reduction in core salary is due to the 2024 comparative including a previous uplift backdated to 1st July 2022, whilst there was no contingent salary paid in 2025.

Key management personnel received remuneration (including pension contributions and social security costs) for their services as follows:

2025	2024
£000	£000
<u>715</u>	<u>800</u>

The number of key management personnel during the year was 5 full-time staff (2024: 6 full-time). Key management personnel are on personal contracts that are not subject to collective bargaining, and whose remuneration is determined and reviewed by the People & Governance Committee. During the year, key management personnel received a cost of living increment to their pay in line with other staff, but did not receive any increment by way of 'progression', while staff in Grades A to G received a progression award worth between 1% and 2.2% of salary. Progression is separate to any cost of living award and is a process whereby, subject to an assessment of Hutton's overall financial performance, employees who are not on personal contracts receive a non-performance-related annual increment of a fixed amount related to their grade until they reach the maximum salary for their grade.

THE JAMES HUTTON INSTITUTE
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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

4 Employee information (cont.)

The number of employees, including the Chief Executive, who received remuneration during the year (excluding pension contributions, voluntary exit and severance costs) in the following ranges was:

	2025	2024
	Number	Number
£60,000 - £69,999	13	15
£70,000 - £79,999	15	13
£80,000 - £89,999	3	3
£90,000 - £99,999	1	1
£100,000 - £109,999	3	3
£160,000 - £169,999	1	-
£180,000 - £189,999	-	1
	36	36

Total pension contributions payable in relation to the above staff in the year amounted to £396,253 (2024 - £386,435).

5 Investment Income

	Group		Institute	
	2025	2024	2025	2024
	£000	£000	£000	£000
Dividends from listed investments	12	13	12	13
Bank interest	114	46	100	29
	126	59	112	42
Attributable to funds as follows:				
Endowment funds	15	16	15	16
Unrestricted funds	111	43	97	26
	126	59	112	42

THE JAMES HUTTON INSTITUTE
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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

7 Income and expenditure of trading subsidiaries

	Group	
	2025	2024
	£000	£000
Other trading activities	6,039	5,499
Raising funds	(5,057)	(5,190)
Net income before interest	<u>982</u>	<u>309</u>

All income and expenditure in relation to trading subsidiaries is attributable to unrestricted funds.

THE JAMES HUTTON INSTITUTE
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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

8 Tangible Fixed Assets

Group	Under	Freehold	Leasehold	Plant,	Motor	Total
	Construction	Land and Buildings	Improvements	Machinery and equipment	Vehicles	
	£000	£000	£000	£000	£000	£000
Cost						
At beginning of year	46,384	33,476	239	38,414	1,349	119,862
Additions	14,415	-	-	1,731	292	16,438
Transfers	(46,297)	43,561	-	2,736	-	-
Disposals	-	(107)	-	(432)	(38)	(577)
At end of year	14,502	76,930	239	42,449	1,603	135,723
Depreciation						
At beginning of year	-	10,309	130	30,263	1,129	41,831
Charge for year	-	1,182	13	2,393	127	3,715
Disposals	-	(38)	-	(424)	(38)	(500)
At end of year	-	11,453	143	32,232	1,218	45,046
Net book value						
At 31 March 2025	14,502	65,477	96	10,217	385	90,677
At 31 March 2024	46,384	23,167	109	8,151	220	78,031

Institute	Under	Freehold	Leasehold	Plant,	Motor	Total
	Construction	Land and Buildings	Improvements	Machinery and equipment	Vehicles	
	£000	£000	£000	£000	£000	£000
Cost						
At beginning of year	46,384	33,476	239	36,399	1,349	117,847
Additions	14,415	-	-	1,600	292	16,307
Transfers	(46,297)	43,561	-	2,736	-	-
Disposals	-	(107)	-	(432)	(38)	(577)
At end of year	14,502	76,930	239	40,303	1,603	133,577
Depreciation						
At beginning of year	-	10,309	130	28,829	1,129	40,397
Charge for year	-	1,182	13	2,297	127	3,619
Disposals	-	(38)	-	(424)	(38)	(500)
At end of year	-	11,453	143	30,702	1,218	43,516
Net book value						
At 31 March 2025	14,502	65,477	96	9,601	385	90,061
At 31 March 2024	46,384	23,167	109	7,570	220	77,450

THE JAMES HUTTON INSTITUTE
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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

8 Tangible Fixed Assets (continued)

Group and Institute

Included within freehold land and buildings is undepreciated land of £7,616,166 (2024 - £7,616,166).

The net book value of tangible fixed assets includes the following in respect of assets held under finance leases or hire purchase contracts:

	2025	2024
	£000	£000
Motor vehicles	323	157
Plant, machinery and equipment	118	247
	441	404
Depreciation charged in year in respect of leased assets	246	189

9 Fixed Asset Investments

	Group		Institute	
	2025	2024	2025	2024
	£000	£000	£000	£000
Listed Investments				
At beginning of year	289	250	289	250
Unrealised gain on revaluation	2	39	2	39
At end of year	291	289	291	289
Historical cost at 31 March 2025	65	65	65	65
Unlisted Investments				
Cost				
At beginning of year	762	287	-	-
Additions during year	-	475	-	-
At end of year	762	762	-	-
Impairment				
At beginning of year	662	63	-	-
Charge in the year	-	599	-	-
At end of year	662	662	-	-
Carrying amount at end of year	100	100	-	-
Carrying amount at beginning of year	100	224	-	-
Total Investments at 31 March 2025	391	389	291	289

10 Stocks

	Group		Institute	
	2025	2024	2025	2024
	£000	£000	£000	£000
Farm Stock	220	236	220	236
Other	27	27	27	27
	247	263	247	263

THE JAMES HUTTON INSTITUTE
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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

11 Debtors

	Group		Institute	
	2025	2024	2025	2024
	£000	£000	£000	£000
Trade debtors	1,469	1,465	-	-
Amounts due from group undertakings	-	-	141	138
Other debtors	3,844	11,327	3,844	11,327
Prepayments and accrued income	1,700	7,432	1,425	7,389
Corporation tax debtor	156	169	-	-
Amounts recoverable on research grants and contracts	2,030	2,091	1,877	1,951
	<u>9,199</u>	<u>22,484</u>	<u>7,287</u>	<u>20,805</u>

12 Creditors: amounts falling due within one year

	Group		Institute	
	2025	2024	2025	2024
	£000	£000	£000	£000
Trade creditors	3,452	1,520	3,348	1,498
Taxation and social security costs	1,363	1,555	1,137	1,380
Bank loan	-	6,450	-	6,450
Other creditors	468	480	442	456
Accruals and deferred income	2,174	8,504	1,973	8,429
Hire purchase creditors	250	242	250	242
Research grants and contract income received in advance	3,544	5,034	3,265	4,509
	<u>11,251</u>	<u>23,785</u>	<u>10,415</u>	<u>22,964</u>

THE JAMES HUTTON INSTITUTE
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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

13 Creditors: amounts falling due after one year

	Group		Institute	
	2025 £000	2024 £000	2025 £000	2024 £000
Hire purchase and finance lease creditors:-				
within 1 - 2 years	51	199	51	199
within 2 - 5 years	106	-	106	-
	<u>157</u>	<u>199</u>	<u>157</u>	<u>199</u>

Finance lease payments represent rentals payable by the group for certain motor vehicles and computer equipment. Leases include purchase options at the end of the lease period, and no restrictions are placed on the use of the assets. The average lease term is 3 years. All leases are on a fixed repayment basis and no arrangements have been entered into for contingent rental payments.

14 Financial instruments

The carrying value of financial assets and financial liabilities was as follows:

	Group		Institute	
	2025 £000	2024 £000	2025 £000	2024 £000
Financial assets measured at fair value through net income / expenditure	<u>291</u>	<u>289</u>	<u>291</u>	<u>289</u>
Financial assets that are debt instruments measured at amortised cost	<u>13,307</u>	<u>24,473</u>	<u>10,795</u>	<u>22,263</u>
Financial liabilities measured at amortised cost	<u>5,938</u>	<u>12,369</u>	<u>5,692</u>	<u>12,277</u>

15 Endowment funds

	Lewis Endowment Fund	
	2025 £000	2024 £000
Income	15	16
Expenditure	-	-
	<u>15</u>	<u>16</u>
Unrealised gain on revaluation of investments	2	39
At beginning of year	482	427
At end of year	<u>499</u>	<u>482</u>

Purpose of funds:

Lewis Endowment Fund – "To provide prizes or other awards for the encouragement and extension of agriculture and of good agricultural methods on the Island of Lewis, or for agricultural education on the said Island or for work of any kind intended to improve agriculture conditions on the said Island".

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16 Restricted funds

(a) Restricted capital reserves	Group and Institute	
	2025	2024
	£000	£000
At beginning of year	76,183	49,583
RESAS grants for capital expenditure	1,171	501
Tay Cities Region Deal for capital expenditure	5,574	19,412
Reclassification of TCRD assets	(55,683)	-
Other grant funding and external contracts	10,582	8,666
Depreciation	(2,417)	(1,979)
At end of year	<u>35,410</u>	<u>76,183</u>

Restricted capital reserves represent the value of reserves relating to funding required to be applied as capital expenditure.

(b) Other restricted reserves	Group and Institute	
	2025	2024
	£000	£000
At beginning of year	-	-
Income	33,388	32,550
Expenditure	(37,451)	(36,141)
Transfer from/(to) unrestricted reserves (Note 17)	4,063	3,591
At end of year	<u>-</u>	<u>-</u>

Other restricted reserves arise where income received is subject to specific conditions governing how that income may be spent.

17 Unrestricted funds

Total Unrestricted Reserves	Institute	JHL	Group	Group
	2025	2025	2025	2024
	£000	£000	£000	£000
Beginning of year	1,691	2,123	3,814	4,568
Net income	2,168	972	3,140	2,837
Gift aid distribution to parent company	675	(675)	-	-
Transfer (to)/from other restricted reserves	51,620	-	51,620	(3,591)
At end of year	<u>56,154</u>	<u>2,420</u>	<u>58,574</u>	<u>3,814</u>

Included within unrestricted reserves is a designated capital reserve of £54,484k (2024: £Nil) relating to the Tay Cities Region Deal. This represents fixed assets transferred from restricted reserves where the original restriction has been satisfied. These assets are reclassified once construction is complete and all associated grant conditions are met. In future years depreciation on these assets will be transferred to general unrestricted reserves.

In line with clarification issued by the Financial Reporting Council (FRC) and related amendments to FRS 102, the group accounts for gift aid distributions by JHL to the Institute as JHL reserve movements and Institute income in the period they are formally approved. Transfers (to)/from other restricted reserves reflect restricted transactions supported by unrestricted funds.

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18 Net assets by fund

Group

	Unrestricted Funds £000	Restricted Funds £000	Endowment Funds £000	Total Funds £000
At 31 March 2025				
Fixed assets	57,164	33,613	291	91,068
Current assets	12,963	1,797	208	14,968
Total creditors	(11,553)	-	-	(11,553)
Net assets	58,574	35,410	499	94,483

	Unrestricted Funds £000	Restricted Funds £000	Endowment Funds £000	Total Funds £000
At 31 March 2024				
Fixed assets	2,691	75,440	289	78,420
Current assets	25,241	743	193	26,177
Total creditors	(24,118)	-	-	(24,118)
Net assets	3,814	76,183	482	80,479

Institute

	Unrestricted Funds £000	Restricted Funds £000	Endowment Funds £000	Total Funds £000
At 31 March 2025				
Fixed assets	56,448	33,613	291	90,352
Current assets	10,278	1,797	208	12,283
Total creditors	(10,572)	-	-	(10,572)
Net assets	56,154	35,410	499	92,063

	Unrestricted Funds £000	Restricted Funds £000	Endowment Funds £000	Total Funds £000
At 31 March 2024				
Fixed assets	2,010	75,440	289	77,739
Current assets	22,844	743	193	23,780
Total creditors	(23,163)	-	-	(23,163)
Net assets	1,691	76,183	482	78,356

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19 Reconciliation of net income to net cash flow from operating activities

	2025	2024
	£000	£000
Group		
Net income	14,004	25,901
Depreciation	3,715	2,397
Conversion of debt to investment	-	(461)
Taxation	11	33
Capital grants credited to income and expenditure account	(13,863)	(22,451)
Dividends and interest received	(126)	(59)
Net (gain)/loss on fixed assets	(276)	609
Decrease in stock	16	6
Decrease/(increase) in debtors	13,285	(8,895)
(Decrease)/increase in creditors	(6,092)	4,292
Net cash provided by operating activities	10,674	1,372

20 Components of cash and cash equivalents

	2025	2024
	£000	£000
Cash at bank and in hand	5,522	3,430
	5,522	3,430

21 Reconciliation of net debt

	At 31 March 2024	Cash flows	New finance leases	Foreign exchange movements	At 31 March 2025
	£000	£000	£000	£000	£000
Cash	3,430	2,095	-	(3)	5,522
Bank loan	(6,450)	6,450	-	-	-
Finance lease obligations	(441)	289	(255)	-	(407)
TOTAL	(3,461)	8,834	(255)	(3)	5,115

22 Capital commitments

At the year end, the Group was committed to purchasing tangible fixed assets of £3.4m of which £3.4m related to the Institute (2024 – Group £784k and Institute £784k).

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23 Pension Scheme

Staff joining the Institute after 1 September 2014 and staff of James Hutton Limited were eligible to join a group personal pension scheme. The assets of the scheme are invested with an insurance company and are held separately from those of the Group.

During the year contributions payable by the Group amounted to £2,985k (2024 - £3,110k), excluding life cover. Outstanding contributions at 31 March 2025 were £443k (2024 - £448k).

All Institute staff who were employed by The James Hutton Institute prior to September 2014 were eligible to join one of a number of pension schemes encompassed within the Research Councils Pension Scheme (RCPS), which is administered centrally on behalf of all the UK Research Councils by the Joint Superannuation Service (JSS) of the National Environment Research Council (NERC).

There are several different schemes within the RCPS, which have varying benefits and contributions. Further information in relation to these schemes is available from the Civil Service Pension site at www.civilservice-pensions.gov.uk. The RCPS schemes are by analogy to the Principal Civil Service Pension Schemes (PCSPS), which are unfunded, with the benefits secured against future tax yields.

As with most public sector pension schemes, the RCPS schemes are multi-employer defined benefits schemes, where the employer is unable to identify its share of the underlying assets and liabilities in the scheme on a consistent and reasonable basis. The Institute therefore accounts for these schemes as if they were defined contribution schemes.

The Institute's participation in the schemes ceased on 31 March 2017. From 1 April 2017, all staff are eligible to join the group personal pension scheme.

24 Operating lease obligations

At 31 March 2025 the Institute had total future minimum lease payments under non-cancellable operating leases as follows:

	2025	2024
	£000	£000
Group and Institute		
Within 1 year	78	41
Between 2 and 5 years	116	97
After more than 5 years	850	871
	<u>1,044</u>	<u>1,009</u>

25 Reconciliation of movement in reserves

	Group		Institute	
	2025	2024	2025	2024
	£000	£000	£000	£000
Opening reserves	80,479	54,578	78,356	52,166
Surplus for the financial year	14,004	25,901	13,707	26,190
Closing reserves	<u>94,483</u>	<u>80,479</u>	<u>92,063</u>	<u>78,356</u>

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26 Related party transactions and post balance sheet events

The Institute has taken advantage of the exemption from the requirement to disclose transactions with other group companies which are 100% owned by the James Hutton Institute in accordance with Financial Reporting Standard 102 s.33.1A.

The Institute's wholly-owned subsidiary, James Hutton Limited (JHL), has a number of shareholdings where related party transactions may arise:

- A shareholding of around 15% in MycoNourish, a company established to commercialise the use of beneficial fungi to enhance crop production. During the year, MycoNourish leased accommodation at Invergowrie from the Institute on an arm's length basis. After the year end, in May 2025, MycoNourish was placed into administration. As no value was attributed to this shareholding, there was no material impact on results.
- A trivial minority shareholding (<0.1%) in Intelligent Growth Solutions (IGS), a company established to develop vertical farming technology. IGS leases a plot of land at Invergowrie from the Institute on an arm's length basis.
- At the start of the year, JHL had a 33% shareholding in Bloom Biotechnologies, a company focused on the development of technologies to improve the efficiency of the mass propagation of plants; Epigenetica Limited held the 67% balance of equity in Bloom. JHL was providing scientific services and leasing accommodation to Bloom. As at 17 May 2024, JHL agreed changes to the management and activities of Bloom and Epigenetica that resulted in an increased shareholding in Epigenetica (to around 5%) and JHL ceasing to hold any equity in Bloom. JHL then continued to provide scientific services and to lease accommodation to Epigenetica. In the face of continued challenges gaining commercial traction for its products, Epigenetica undertook a director-led restructure in August 2024 and ceased actively trading. JHL therefore reviewed the carrying value of its investments in Bloom and Epigenetica as at the 31 March 2024 year end, writing down the carrying value to £nil. As at the 31 March 2025 year end, JHL continues to hold around 5% of Epigenetica's share capital, at a nil carrying value.

27 Commercial trading operations and the investment in trading subsidiaries

The Institute holds 100% of the issued ordinary share capital (2 ordinary shares of £1 each) of James Hutton Limited (JHL), a company incorporated in the United Kingdom and registered in Scotland (SC121376).

The principal activities of JHL are technology transfer, the commercial exploitation of the scientific expertise and products of the James Hutton Institute and the provision of a range of consultancy and commercial services.

JHL distributes a substantial part of available profits as gift aid to the Institute. Subsequent to the year end, a distribution of £786k has been approved in respect of the year ended 31 March 2025.

A summary of the trading results is shown on the next page.

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27 Commercial trading operations and the investment in trading subsidiaries (cont.)

James Hutton Limited's trading results:

	James Hutton Limited	
	2025	2024
	£000	£000
Profit and loss		
Turnover	6,039	5,499
Cost of sales	(4,026)	(3,521)
Gross profit	2,013	1,978
Administrative expenses	(1,031)	(1,771)
Other operating income	-	102
Operating profit	982	309
Interest receivable	14	17
Taxation	(24)	35
Profit for financial year	972	361
Gift Aid distribution to: parent company	(675)	(650)
Increase/(decrease) to reserves	297	(289)
The assets and liabilities of the subsidiary		
Fixed assets	716	681
Current assets	2,826	2,535
Creditors: amounts falling due with one year	(977)	(959)
Provisions for liabilities	(145)	(134)
Total net assets	2,420	2,123
Aggregate share capital and reserves	2,420	2,123

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28 Income

	Group		Institute	
	2025	2024	2025	2024
	£000	£000	£000	£000
Geographical segment:				
United Kingdom	55,912	66,741	53,584	65,156
Rest of Europe	2,341	2,370	1,548	1,547
Rest of World	1,044	1,301	24	12
	<u>59,297</u>	<u>70,412</u>	<u>55,156</u>	<u>66,715</u>
Gift aid	-	-	675	650
Gains on fixed asset investments	2	39	2	39
Interest and investment income	126	59	112	42
	<u>59,425</u>	<u>70,510</u>	<u>55,945</u>	<u>67,446</u>

29 Analysis of Other Expenditure

	Group		Institute	
	2025	2024	2025	2024
	£000	£000	£000	£000
Support costs	8,495	8,890	8,282	7,938
Fees and stipends	214	211	214	211
Governance costs	254	214	247	207
	<u>8,963</u>	<u>9,315</u>	<u>8,743</u>	<u>8,356</u>

30 Provisions for liabilities

	2025	Movement	2024
	£000	£000	£000
Deferred taxation	<u>145</u>	<u>11</u>	<u>134</u>