

Annual Report & Accounts

2024-2025



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A review of the work of Quality Meat Scotland in 2024-25, including an analysis of our delivery and performance, and our position at the end of the year.

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Performance Report



Performance Report

Overview

The performance report provides a summary of Quality Meat Scotland, our purpose, objectives and performance over the year and also the impact of and management of key risks.

Introduction

From the Chief Executive and Chair of Quality Meat Scotland

The past year has brought both progress and challenges for Quality Meat Scotland (QMS) and the wider Scottish red meat sector. Rising costs, reduced supply and unpredictable weather have tested our industry, yet we have achieved significant milestones that strengthen our position to make Scotland *the* choice for premium red meat.

A standout achievement was the launch of our bold new consumer marketing campaign, *When You Know, You Know*, targeting 70% of adults in Scotland. This campaign highlights the authenticity and emotional connection of Scotch Beef, Scotch Lamb and Specially Selected Pork, taking consumers on a field-to-fork journey of what's behind the brand logos through QMS's rigorous whole-of-life, whole-of-supply-chain quality assurance schemes. Featured across TV, press, social media and PR, the campaign underscores what Scotch stands for – world-class standards established nearly 30 years ago, ensuring unmatched quality rooted in Scotland's rich farming heritage.

Scottish red meat continues to gain global recognition, with its total value sold outside of the UK reaching £137 million in the year to July 2024. This is the first time Scotland's red meat and offal exports have exceeded £100 million on record. In October, QMS showcased the sector at SIAL Paris 2024, one of the world's premier food and beverage trade shows, presenting Scotland's quality and sustainability credentials to key global markets and more than 285,000 visitors from 200 countries. We were also honoured to participate in the UK Government's *Taste of Scotland* event in London, highlighting our world-renowned produce to influential decision-makers. In addition, QMS proudly showcased Scotch Lamb at Gulfood 2025 in Dubai, further promoting Scotland's premium red meat offerings to an international



audience. The Middle East has imported an average of £648 million worth of sheep meat in recent years, demonstrating the significant potential for Scottish exporters looking to expand in the region.

We've ramped up capacity to tell the positive red meat story to communities across Scotland and protect the reputation of our sector, which plays a significant role in our health, wealth and environment. This includes securing 30 Scotch Ambassadors from the agriculture and education sectors to promote the

➔ Performance Report

benefits of our brands to communities across Scotland as well as our pioneering partnership with Scotland's two professional rugby clubs, focusing on the powerful connection between nutrition and performance. This collaboration reinforces the role of Scotch Beef, Scotch Lamb and Specially Selected Pork in a balanced diet and its importance for young athletes, their families and communities. We also launched accessible resources, such as *Get in the Know*. *Celebrating the positives of red meat* and *Eat to Compete* for industry and consumers alike to appreciate the value of red meat and build confidence in our sector.

In addition, we launched a new £50,000 Community Marketing Fund to support local projects promoting Scotch Beef, Scotch Lamb and Specially Selected Pork, which has received positive engagement.

In partnership with the Agriculture and Horticulture Development Board (AHDB), we commenced the Environmental Baseline pilot to help farms measure and improve their environmental impact – a vital step in championing sustainability in Scottish agriculture. The Monitor Farm Scotland programme, now at its halfway point, has connected more than 1,000 farmers across nine farms, covering more than 60 topics from succession planning to biodiversity and livestock systems. A newly released midpoint review outlines progress and future plans.

QMS continues to be a strong advocate for Scotland's red meat

industry, actively engaging with policymakers. This summer, we launched strategic meetings with new and re-elected Scottish MPs, ensuring the red meat supply chain's priorities remain on the agenda. A key moment was our participation in the Food and Agriculture Stakeholder Taskforce (FAST) parliamentary reception at Holyrood, where more than 130 industry leaders and policymakers discussed the future of sustainable and profitable agriculture in Scotland.

As we drive forward with our five-year strategy, Scotland's red meat sector is gaining momentum. Through innovation, strategic partnerships, collective action and an unwavering commitment to quality, we are making significant progress towards our vision to make Scotland *the* premium choice for red meat. We look forward to building on this success in the year ahead.

Kate Rowell
Chair

Sarah Millar
Chief Executive



Who We Are

QMS is an executive non-departmental public body of the Scottish Government responsible for the collection of the statutory red meat levy.

Quality Meat Scotland Ltd* was formed in 2000 and was a private, not-for-profit company limited by guarantee. In 2008, following an independent

review of the five GB and UK statutory agriculture and horticulture levy bodies, a decision was taken to retain a separate meat promotion and development body in Scotland. The body would be a non-departmental public body (NDPB), wholly accountable to Ministers in the Scottish Government.

Organisational Structure



What We Do

The powers, functions and purpose of QMS are set out in the Quality Meat Scotland Order 2008 and the Quality Meat Scotland (Amendment) Order 2023, and include:

- Increase efficiency or productivity in the red meat sector.
- Improve marketing in the red meat sector.
- Improve or develop services that the red meat sector provides to the community.
- Improve ways in which the red meat sector contributes to sustainable development.

QMS also operates a number of Quality Assurance schemes which cover whole of life and the whole of the production supply chain and clearly set out the standards which must be met to be eligible to market products as Scotch Beef PGI, Scotch Lamb PGI and Specially Selected Pork.

**Scottish Pig Industry Initiative, Scottish Quality Beef and Lamb Association and Quality Meat Scotland Ltd are dormant accounts that have been left open to secure the names.*

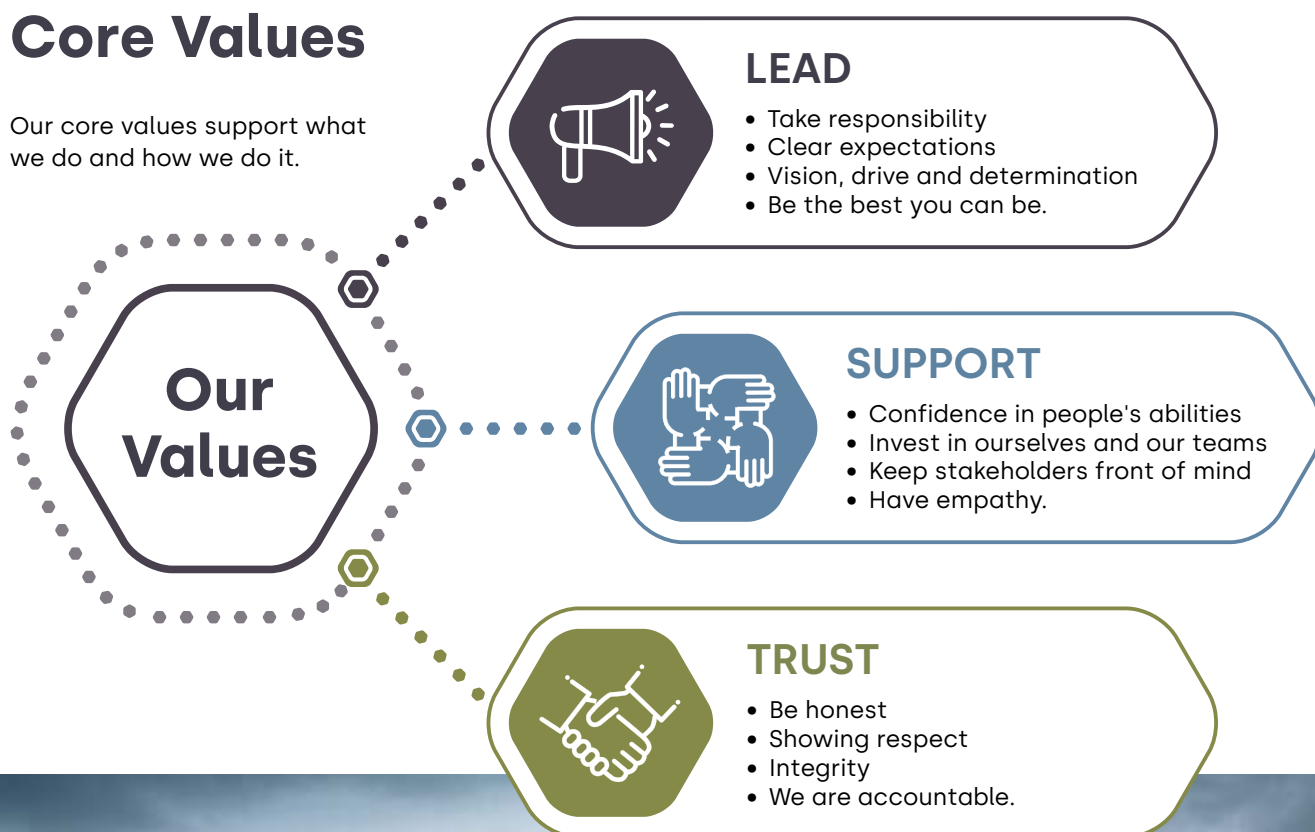


Vision

Scotland: the choice for premium red meat.

Core Values

Our core values support what we do and how we do it.



Strategic Outcomes

QMS developed a five-year strategy in 2024, [QMS Strategy 2024-2028](#). The Strategy went live on 1 April 2024 and the 2024/25 financial year represents year one of delivery.

Our ambition to make Scotland *the* choice for premium red meat reflects our passion and work for the Scottish red meat supply chain. We will do this by fostering profitable and innovative supply chains which support jobs and communities across the country.

Our strategy is supported by four strategic pillars: **Provenance** to deliver and promote authentic, trusted brands, underpinned by quality assurance; **Productivity and Profitability** to drive the development of key markets and foster innovation and profitability across the supply chain; **Planet and Place** to build Scotland a global reputation for sustainable red meat production; and **People** to support all those working across the red meat supply chain and building talent.

Our annual implementation plan, taken forward by our talented workforce, enables delivery of key services, projects and programmes for industry throughout the year. The implementation plan is fully costed with work package updates and

financial progress reported at each Board meeting. We have a strong track record of effective delivery and the resilience required to continue to support the sector, as well as the ability to react quickly to challenges and opportunities as they arise.

The progress and impact of our work and leadership are publicised through summary reports and the Annual Review, which is accessible from the [publications section](#) of the QMS website.

Our new strategy, launched to our levy payers in June 2023, meant some changes to the way we worked and some new areas of work, such as an increased focus on supply chain aligned business development activities, red meat reputation work and bringing our communications activities in-house for enhanced delivery. This meant a year of doing things differently and embedding new team members into our way of delivery. To ensure we cemented our new way of working from the bottom up, 2024 saw us start the process of developing our first-ever people strategy, with a culture capture survey being sent to all employees. The results from this showed that 85% found QMS a great place to work and identified priorities for the senior team to develop over the next 12 months.

VISION

Scotland: the choice for premium red meat.

MISSION

To lead the development of Scotland's red meat sector by driving demand from consumers who recognise our brands as a mark of integrity. We will foster profitable and innovative supply chains which support jobs and communities across the country; all delivered by a creative, ambitious and trusted organisation that harnesses the talent of its people and supports individuals throughout the industry.

PROVENANCE

To deliver and promote authentic, trusted brands, underpinned by quality assurance, which give Scottish red meat a competitive advantage.

PRODUCTIVITY & PROFITABILITY

Drive the development of key markets and foster a culture of innovation which provides practical tools and insight to drive profitability across the supply chain.

PLANET & PLACE

To build Scotland a global reputation for sustainable red meat production, which enhances the environment and place from which it comes.

PEOPLE

A QMS that is people-driven, supporting all those working across the red meat supply chain and building talent within the organisation to be ambitious and creative.

How We Do It

We developed an [annual corporate business plan](#) with input from the QMS Board, Strategic Management Team and all staff. It sets out the aims and objectives

of QMS, and of each department within QMS, and the implementation plans that will support the delivery of each of our objectives.

Structure of Our Delivery



2024/25 delivery is undertaken through our department structure below:

Departments



Department Work Packages

This year we moved into the first year of our five-year strategic plan covering 2024-28. During the year, QMS has delivered a substantial programme of activities across several key areas through the work packages below:

Marketing



- Marketing Campaigns
- Digital
- Development
- Insight
- Research
- Point of Sale
- Stakeholder Engagement
- Brand Strategy
- Added Value Quality Assurance (QA)
- Strategic Development of QA Schemes
- Operational Delivery of QA Schemes

Business Development



- Market Building
- Genetics
- Industry Engagement
- Supply Chain
- Net Zero and Nature Restoration
- Driving Innovation
- Monitor Farm Programme
- Health and Welfare
- Developing Skills
- Market Building
- Exports and Market Entry

Communications and External Affairs



- Corporate Communications
- Industry Reputation
- Market Intelligence
- Public Affairs
- Industry Strategy

Corporate Services

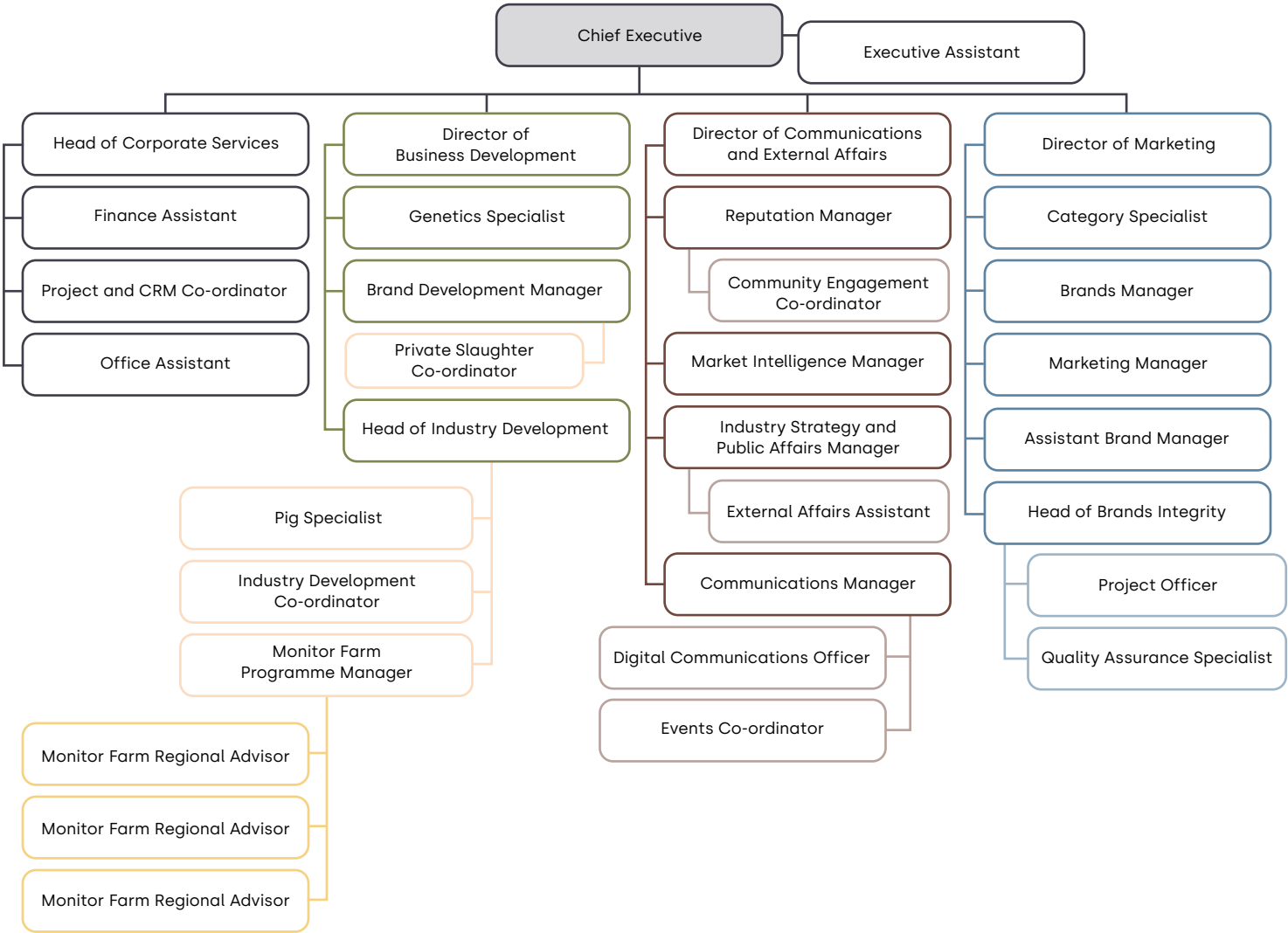


- Finance
- Governance
- Human Resources
- IT and Management



Picture credit:
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Photography

Organisation Chart



Industry Engagement

Collaboration is at the heart of the way QMS operates and defines how we engage with our unique footprint. We therefore engage, not just with beef, sheep and pig farmers and processors, but also with livestock auction marts, livestock hauliers and feed merchants, which cover the whole production supply chain. In addition, we engage with each of our routes to market at home and beyond, and this includes retail butchers, catering butchers, food service providers, retailers, restaurants and chefs.

In-line with our strategic organisational transformation, supported by a new staff structure, a new QMS committees' structure was put in place in 2024/25. This will ensure effective stakeholder engagement across the supply chain, connecting directly to the work of the QMS Board and Strategic Management Team.

Four industry leadership groups – Beef, Sheep,

Pig and Climate and Nature – have been established to provide leadership on species-specific challenges across the red meat supply chain and ensure greater alignment with sector strategy work and long-term supply chain development. Historic committees, including the policy-focused Scottish Red Meat Resilience Group, Standards Setting Bodies, Butchers Marketing Advisory Group and Brands Integrity Advisory Group, will continue in their established format.

Through 2024, we undertook a review of our industry groups to ensure we were working effectively within our community and to reduce the number of meetings taking place. Replacing our previous network of topic-specific meetings aligned around marketing and industry functions; we have species-specific leadership groups which allow us to ensure we are connecting supply chains from field to fork and considering species-specific challenges.

These stakeholder groups are:



Beef Industry Leadership Group



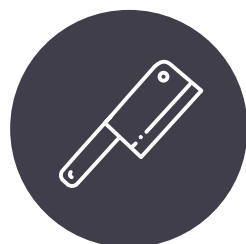
Sheep Industry Leadership Group



Pig Industry Leadership Group



Climate and Nature Leadership Group



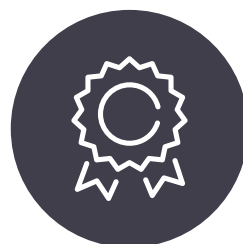
Butchers Marketing Advisory Group



Scottish Red Meat Industry Resilience Group



Membership Rules Appeals Panel



Standards Setting Committees*



Brands Integrity Advisory Group

**responsible for the co-design of our Quality Assurance scheme standards.*

This year has focused on building representative membership across the supply chain and the businesses and people that work in and support it, developing the terms of reference and putting in place a structure for the meetings and management of the new groups going forward. We have been clear that the role of these unique forums is to use the industry-developed sector strategies as a basis for long-term planning and action.

Now the first meetings have taken place, a focus for the QMS internal team will be to develop objectives and programmes of business

development and marketing activity that reflects the needs, priorities and ambitions of the specific industries, addressing key challenges and opportunities identified in the first meetings. There is a collective responsibility for proactivity and collaboration, with the group membership representing the wider industry as well as providing communication to them on these QMS developed programmes/activities.

Performance and effectiveness of the industry leadership groups will be reviewed annually with the Chairs and QMS Board.

Industry Engagement (continued)

2024/25 has seen us continue in our cycle of change for the organisation. We completed our staff restructure in summer 2024, which included a restructure of our Strategic Management Team and bringing our communications function in-house.

This has enabled a much greater focus to be placed on communication with our levy payers and members, as well as increasing our capacity in delivering technical communications as part of our knowledge exchange work.

The wider business community continues to face stiff economic headwinds, a challenging regulatory and policy environment. A drop in breeding cattle numbers has meant there is a shortage of Scottish beef animals available for slaughter, threatening the critical mass of the Scottish beef supply chain.

As of March 2025, beef prices have risen 30% at farm level, while only being around 7% up at retail level; with processors and wholesalers in the middle of the supply chain having had to absorb costs to date. As a result, we have prioritised our work around

market intelligence and building our brand story so processors and wholesalers are more easily able to demonstrate and communicate the unique selling points of Scotch Beef PGI to help support businesses. In addition, we have also worked closely with other UK levy boards to undertake detailed modelling around critical mass in the beef sector to help communicate the potential economic, social and environmental challenges associated with a shrinking beef herd to decision makers.

While still working through a cycle of change, and against a backdrop of uncertainty and challenge in the business community that increased demand on some of our services, including Market Intelligence, Communications and Brands Integrity work, the team at QMS has remained focused on delivery. As a result, we accomplished 82.5% of our planned outputs outlined in the annual business plan. We delivered our business plan within 1.2% of our annual budget, mainly due to changes in staffing and contract delivery¹.



¹ 82.5% was calculated by 85 out of 103 activities being completed.

Key Issues and Risks We Face

Over the past year, continued uncertainty and change in the wider operating environment continued to blow challenging headwinds through the Scottish red meat supply chain. As this chapter is written, we face further uncertainty around international trade patterns with a volatile geopolitical environment. While farmers have benefitted from increased selling prices of livestock (up 30% year on year as of March 2025); processors, wholesalers and retail butchers have struggled to recover increased costs from the marketplace, evidenced by retail prices only being 7% up year-on-year.

From 1 April 2025, businesses will also see the impact of the UK Government's 2024 budget, which places significant increases in national insurance and other costs on businesses. This, combined with reduced throughput from a reduced Scottish cattle breeding herd, could leave the Scottish beef supply chain at serious risk of contraction with a number of potential outcomes, including closure of a major processor, loss of visibility of the Scotch Beef PGI brand and increased costs for farmers.

The lack of confidence and future growth also reduces businesses' ability to invest in longer term capital projects. While the Scottish pig and sheep sectors have seen a little more stability over the last 12 months, they are not unexposed to the current market pressures. Foot and Mouth outbreaks in Germany and Hungary, as well as Blue Tongue and Schmallenberg diseases in the wider UK, pose risks to production, as well as trade pattern disruption.

In the past 12 months, we have been reviewing how we work, starting with our first culture capture survey, which provided a baseline on the working environment and how we do things. The overall feedback from the survey was positive; however, a few of our lower-scoring areas, which were still in the 60-70% range, were performance management and internal communications. As an organisation always looking to improve, the Senior Management Team (SMT) reviewed these areas to ensure we are clear and consistent across all aspects of the organisation. From this, we have made improvements, including the introduction of a compulsory one-day-a-week in the office for staff following our relocation and office move in January 2025, with a collaboration calendar in place to facilitate specific team engagement. This has also allowed us to launch a new internal communications strategy, featuring monthly knowledge-sharing sessions and fortnightly SME internal blogs to improve communication on key topics and projects. We have also revisited work on our internal values, holding two all-staff sessions to review the values and build a behavioural framework, which was launched in March 2025 ahead of end-of-year personal development reviews (PDRs).

The key risks identified as increasing in 2024-25 have been managed through a number of mitigations and controls considered regularly by our Audit and Risk Management Committee.

We consider the following issues to have the greatest influence over the way we deliver our work over the next year. They were identified as having a high-risk level at the end of 2024-25.

Internal Risk	Mitigations
<ul style="list-style-type: none"> Loss of levy and non-levy income due to reduction in size of industry. 	<ul style="list-style-type: none"> Close working with supply chain, particularly processors to address underlying issues around livestock reduction. Scottish Red Meat Resilience Group campaign development to focus on the market opportunity for red meat from Scotland going forward.
<ul style="list-style-type: none"> Loss of key members of staff with specialist industry knowledge and experience leading to non-delivery of work. 	<ul style="list-style-type: none"> Investing in people strategy to benchmark and review pay, terms and benefits. Annual staff survey to review satisfaction. Annual managers training and investment in QMS training plan to ensure team members are supported in their work.
<ul style="list-style-type: none"> Loss of sector support through a vote on the QMS levy due to dissatisfaction with QMS work. 	<ul style="list-style-type: none"> Strong relationships with key stakeholders and proactive involvement in business plan development. Regular programme of engagement with levy payers highlighting key areas of work and what it has produced/led to for them. Developing and delivering a communications campaign aimed at students/school leavers and career changers which promotes the Scottish red meat industry as a desirable, fulfilling and positive career destination. Investing in member and levy payer communications and regular feedback and tracking on what is effective, what is not and evolving what we do.

Key Issues and Risks We Face (continued)

External Risk	Mitigations
Economic weakness and wealth distribution gap resulting in erosion of brand premium and penetration in Scotland generally, as well as the UK for Scotch Beef.	<ul style="list-style-type: none"> Investing in Market Intelligence skills, time and intel and prioritising cross-functional sharing of information. Ensuring marketing campaigns are insight-led and tailored to market need and category. Investing in category insight information on key shopper and retail stats, utilising this as the basis of marketing campaigns.
Reduction in industry skill levels as a result of loss of profitability or low awareness of opportunities. Less attractive sector career-wise causing a lack of new entrants and subsequent skill shortages. Reduction in availability of labour from the EU, particularly in the processing sector, due to EU Exit.	<ul style="list-style-type: none"> Ensuring knowledge transfer activities incorporate opportunities for upskilling appropriate to all levels of expertise/knowledge. Building specific messaging on career opportunities into knowledge transfer activities where practicable. Promoting the QMS' Careers Path through the Red Meat Journey, produced in collaboration with Food and Drink Federation. Working in partnership with the Scotland Food & Drink (SF&D) People and Skills Board to develop support resources for industry. Practical measures to be taken in helping with training within the industry.
<ul style="list-style-type: none"> International trade negotiations and currency fluctuations. Developments in UK/Mercosur, UK/New Zealand (NZ), UK/Australia, UK/United States of America (USA), UK/Japan free trade agreements. Roll over of existing EU 3rd country trade deals to UK 3rd country trade deals. Trade negotiations with existing free trade agreement (FTA) partners, such as Canada, about adjusting terms and negotiations with potential new FTA partners, such as the USA. Potential accession to the Comprehensive and Progressive Agreement for Trans-Pacific Partnership (CPTPP). FTAs with Australia and NZ enter force in May 2023. Cumulative impact of increased access to trade partners as well as risks posed by improved access for specific countries. One-sided nature of agricultural access improvements where UK often has limited market access for beef, lamb and pork. 	<ul style="list-style-type: none"> Liaising with sister organisations, trade representative bodies, Scottish and UK Governments to share intel, knowledge and experience. Refreshed public affairs strategy is proactively collating all evidence-based on the impact and opportunities for the red meat industry, to navigate the legislative changes that may come in. Proactive response to consultations on trade agreements with both the Scottish Government and UK Government.

QMS has mitigated these risks through its risk management process. We continually update our risk register to ensure the Board is aware of the key issues we are facing at any point in time.

The risk register is reviewed at specific points throughout the year and as risks arise by a QMS Internal Review Committee, Strategic Management Team and reviewed by the Audit and Risk Management Committee and the appointed Internal Audit consultants.

There has not been much movement on the identified risks from the previous year and these risks have not

impacted on the delivery against our objectives. Any emerging risks are considered in depth by the Audit and Risk Management Committee and it is decided whether the emerging risk should be included in the register after the Board has considered the recommendation from the Audit and Risk Management Committee. All relevant emerging risks have already been assessed and added to the risk register, where applicable, and there are no other risks that will affect future plans.

Performance Analysis

The performance analysis reviews the work of Quality Meat Scotland in 2024-25 including our delivery, performance and our financial position at the end of the year.

What We Have Achieved

The annual corporate business plan outlines how QMS will deploy its resources against its priorities each financial year.

Launched at the 2023 Royal Highland Show (RHS), the [2024-25 Corporate Business Plan](#) is the first year of our new five-year strategy. It outlines workstreams and the key outputs that will be the focus for the year, starting in April 2024.

Our business plan is monitored and reported on throughout the year in our implementation plan updates, which are aligned to coincide with Board meetings. The workstreams show how the actions in the business plan support the strategic plan's long-term outcomes. During 2024/25, we established an organisation-wide impact evaluation. This model will assess our strategic indicators, measure our work's impact and monitor progress towards our strategic goals. With the baseline set in the 2024/25 financial year, we can now evaluate our performance in 2025/26.

We delivered the majority of our 2024/25 implementation plan, with 82.5% of all planned outputs alongside increased demand on some of our services, particularly to Market Intelligence, Communications and Brands Integrity². A clear focus was improving staff wellbeing and engagement by enhancing ways of working and the development of our new people strategy during the 2024/25 financial year. There are several risks and uncertainties facing QMS in achieving our implementation plans, see our [Impact Report](#) for more information.

As part of our five-year strategy, we developed a set of strategic indicators, which helped us to objectively evaluate our performance across key areas throughout the year, with these being discussed and updated at each of our Board meetings. These also align to our risk management framework, reviewed regularly through our Audit and Risk Committee (see [Governance Statement – Risk and Control Framework on page 32](#)).

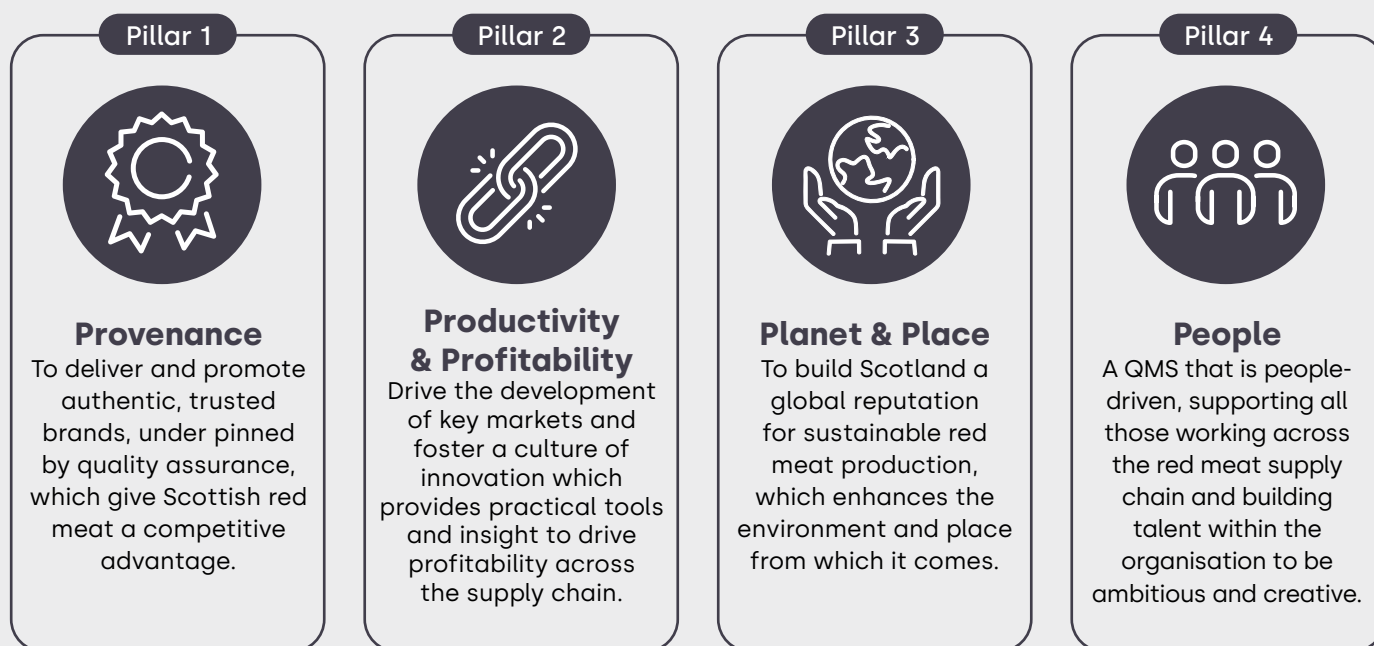
² 82.5% was calculated by 85 out of 103 activities being completed



Performance Against Implementation Plans

Overall Performance

Work Pillars



Overall performance



Our implementation plan includes business-as-usual activities and services.

We delivered 82.5% of our implementation plan during the year, which includes 93.5% of completed business-as-usual activities alongside 73.7% of planned projects³. The total above highlights the 57 planned projects for the year, which are summarised by performance and status of projects at the end of the year. Not delivered highlights the

number of projects we were unable to start during the year, which totalled two.

The projects highlighted as partially delivered refer to the projects which faced delays and will be carried into the 2025/26 year for completion. These delays were attributed to the higher than expected workload as a result of completing the new team structure and unexpected staff absence.

³ 82.5% is calculated by 85 out of 103 activities being completed. 93.5% is calculated by 43 out of 46 activities being completed. 73.7% is calculated by 42 out of 57 activities being completed.

QMS Strategic Pillars and Impact Indicators 2024-2025

Audit Report




As part of QMS's ongoing commitment to achieving long-term strategic success, we have implemented a set of Strategic Indicators for the 2024/25 financial year. These indicators have been designed to measure the effectiveness of our initiatives, assess the impact of our work and track our progress towards the goals outlined in our five-year strategic plan.






This year marks the first year of the strategy and we have used it as a baseline to evaluate our performance. While our strategic indicators do not include specific numerical targets, they provide valuable insights into trends across the various strategic pillars of our organisation. By focusing on these trends, we are able to continuously refine and adjust our approach to ensure we are on track to achieve our long-term objectives.






For each of the strategic pillars, the indicators provide valuable data on how our organisation is evolving. For example, trends may show positive growth in customer engagement, improved internal communication processes, or greater operational efficiencies. These insights allow us to gauge the effectiveness of our strategic activities and adjust our plans as necessary.




As we move forward, the insights gathered from the first year's baseline data will be crucial for evaluating our performance year-on-year. By comparing our results against this baseline, we can track our trajectory, identify areas for improvement and celebrate the successes that drive our strategy forward.


Key:

 = positive
  = neutral position
  = downward trend
 Baseline = no prior years' data

<div>  </div> <div> STRATEGIC PILLAR 1 Provenance </div>	No.	Impact Indicator	2024-25 Results
	1.1	The % of total Scotch beef, lamb and pork were marketed under the Scotch and Specially Selected Pork brand.	During the year, Scotch Beef saw 51.8% coverage in Scotland (+1.8% YOY), while Scotch Lamb was 29.9% coverage in Scotland (-0.8% YOY) and Specially Selected Pork had 3.3% coverage in Scotland (flat YOY). 
	1.2	Consumer brand awareness, brand perception and propensity to purchase.	An increased awareness for Scotch Beef and Scotch Lamb through independent brand health tracker which showed a marked positive increase against all key measures against January 2024 baseline. 
	1.3	Increased proportion of lamb reared in Scotland will be processed in Scotland.	34.9% (2023/24) and 36.6% (2024/25). 
	1.4	Increase in % total livestock population covered by Quality Assurance.	Finished cattle sales at Scottish auctions dipped from 95.9% to 95%, but sheep increased from 89.9% to 90.5%, with a .07% lift for prime lambs and hogs. 

 STRATEGIC PILLAR 2 Productivity & Profitability	No.	Impact Indicator	2024-25 Results
	2.1	A greater proportion of output going to export market.	£97m (2023/24) and £137m (2024/25). 
	2.2	Increase in partnership projects/aligned marketing projects with multiple retailers.	We launched 19 new partner projects. Baseline
	2.3	Increase in total output sold to independent retail.	7.1% (2023/24) and 7.7% (2024/25). 
	2.4	Increased output from breeding herds and flock.	Dip in calf to cow ratios but lift in calf registrations compared to cow numbers; slight uptick in lambs to ewes ratio but below 2020-22 peak. 
	2.5	Increased engagement with on farm initiatives, such as Monitor Farm and Meat the Market.	Digital engagement up by more than 114% and face-to-face engagement up by 84% since 2023/24. 
	2.6	Increase in partnership projects with processors.	We completed 56 new projects. Baseline

 STRATEGIC PILLAR 3 Planet & Place	No.	Impact Indicator	2024-25 Results
	3.1	Every Quality Assurance member engaged with an emissions reduction programme.	Currently in discussions with relevant parties around access to suitable emissions data for our quality assurance members, no data was obtained for 2024/25.
	3.2	Environmental progress is articulated and visible through our brands.	Positive environmental messaging forms a regular part of industry and consumer communications. An industry-wide environmental pilot programme launched in December, with generated evidence of environmental progress to strengthen our brand messaging. 
	3.3	The Scottish public perception is favourable towards the Scottish red meat sector.	Positive results in awareness from Scotch Beef and Scotch Lamb brands through independent brand health tracker which showed a marked positive increase against all key measures against January 2024 baseline. 

 STRATEGIC PILLAR 4 People	No.	Impact Indicator	2024-25 Results
	4.1	Positive perception of QMS among stakeholders.	Organic engagement rate on QMS social media channels, with more than 6,000 newsletter subscribers, 27,000 downloads of the podcast, and roughly 250-300 monthly listeners consistently on the new series ⁴ . Baseline
	4.2	Positive perception of QMS among levy payers.	Brands Integrity (BI) survey 3.5 stars/5. Baseline
	4.3	QMS is viewed by employees as a great place to work.	85% of employees agree QMS is a great place to work. Baseline
	4.4	Positive perception of QMS among decision makers.	62% of MSPs favourable, 0% unfavourable, 38% neutral. Baseline

⁴ The organic engagement rate on social media refers to the level of interaction (likes, comments, shares, etc.) a post receives from users without the use of paid promotions. It is calculated by dividing the total number of engagements by the total reach or impressions of the post, providing insight into the effectiveness of content in reaching and engaging an audience naturally completed.

Highlights from 2024-25

Welcomed
and trained

30

QMS Scotch
Ambassadors
across Scotland
to champion
our brands.

Consumer marketing campaign

The Summer BBQ
campaign with the
Bauer Radio network
reached more than
2.4 million adults
across Scotland.

Reached

1,000s

of young people through **more
than 20 red meat nutrition
sessions**, cookery demonstrations
and *Eat to Compete* events.

Community Marketing Fund

We launched our 2024/25 Community
Marketing Fund to support events
and projects promoting Scotch
Beef, Scotch Lamb and Specially
Selected Pork across Scotland.
These initiatives ranged from cookery
and butchery demonstrations to
next-generation outreach, helping
to bring our premium brands to life.

35,000

pupils cooked with or
consumed Scotch Lamb

There was strong MSP support, including
backing from the First Minister and Mairi
Gougeon, the Cabinet Secretary for Rural
Affairs, Land Reform and Islands, as the
Champion of Lamb for St Andrews Day. In
addition, parliamentarians and the wider
Scottish parliament enjoyed Scotch Lamb at
the Holyrood canteen to mark the initiative.

Scotch Beef Club re-launch

At an event in Milan, Italy, with the
leading food service stakeholders,
focusing on increasing exports to
this high-profile, premium market.

The Scotch Beef
Club successfully
relaunched in
the premium
hospitality sector
with more than
50 establishments
signing up.



Increased our engagement
with parliamentarians
by more than

83%

year-on-year, focusing on new MPs
following UK Government election.

Thanks to the generous
donations of Scottish
sheep farmers

135
schools were
engaged

Marketing campaign focused on high quality and standards

Autumn's multi-media brand campaign *When You Know, You Know* reached 70.1% of Scottish adults, with 21.5 million impressions across TV, radio, print and digital. This was followed with a successful Christmas initiative, which reached 79% of Scottish adults and had 21.9 million impressions across TV (including STV sponsorship), radio, outdoor, news brands, print, YouTube, AV and paid social media.

Lamb for St Andrews Day

Our work with the Institute of Auctioneers and Appraisers in Scotland (IAAS) to deliver the school initiative and supporting the promotion of lamb donations to the IAAS 'lamb bank', which saw lamb distributed to local butchers, for schools to collect and cook with was bigger and better than ever.

PR opportunities available

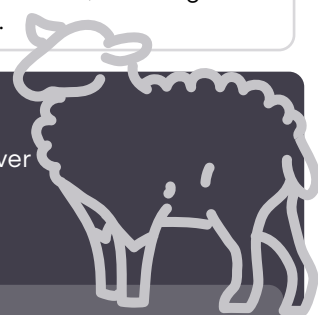
6.1 million

and our campaign with Bauer
Radio had total impacts of

4.98 million

and consumer social media
activity had a total reach of

1.6 million



Scotland's Red Meat Exports Hit Record High

It was tremendous to announce that the total value of Scotland's red meat and offal sold outside the UK soared to £137 million in the year to July 2024 – the first-time exports have exceeded £100 million on record. Scotch Lamb performed exceptionally well, accounting for nearly one-third of export revenues, underscoring Scotland's global reputation for premium quality. QMS showcased this at SIAL Paris, one of the world's premier food trade shows, highlighting the quality, provenance and sustainability of Scotch Beef, Scotch Lamb and Specially Selected Pork.

Publication of The Scottish Red Meat Industry Profile Report

Launched at the Turriff Show for the first time (pictured top right), [The Scottish Red Meat Industry Profile](#) report shows significant opportunities for our £2.8 billion sector to enhance its contribution to Scotland's economy and the UK's food security. In 2023, turnover from red meat processing in Scotland rose for a fourth consecutive year, increasing by 1% to £975 million.



Environmental Baseline Project with AHDB

Twenty-two beef, lamb and pork farms in Scotland were selected to take part in five-year pilot to enrich the environmental evidence-base to protect the future of UK agriculture with fair recognition and award. We look forward to seeing the project's impact in helping farmers measure and improve their net carbon position in the coming years.

Gulfood 2025

QMS engaged with international buyers and highlighted the world-class quality of Scotch Lamb at one of the world's largest annual food and beverage trade exhibitions, attracting more than 135,000 visitors from 195 countries.



Monitor Farm Scotland 2022-2027 Programme

The Monitor Farm Scotland programme reached the half-way point and a report was published which highlighted the progress made in strengthening collaboration and knowledge. This included connecting more than 1,000 farmers and covering more than 60 topics from succession planning and financial performance to biodiversity, nutrition management and livestock systems. The insights gained from the 'farmer-led, farmer-driven' approach has boosted confidence for farmers and their management group to identify and address business challenges. The programme has also expanded its digital reach with more videos and a new podcast. Future sustainability will continue to be a focus in the next two years and the role of technology, with innovative trials in the pipeline such as revolutionary virtual fencing technology.

Industry Reputation

It has been a transformative year in our ambition to build a positive red meat reputation across various Scottish communities. We continued our much-loved initiatives, the *Meat Voucher Scheme* and *Tasty Little Weeks*, and published confidence-boosting resources, such as the 2025 [Celebrating the Positives of Red Meat Toolkit](#). We also:

- Announced a landmark community engagement partnership with both of Scotland's professional rugby teams and published an [Eat to Compete](#) resource in collaboration with nutritionists to connect the power of red meat and sporting performance.
- Welcomed and trained 30 Make it Scotch Ambassadors across key regions in Scotland to champion our brands in schools and communities, delivering nutrition and *Eat to Compete* sessions



as well as cookery demonstrations, reaching 1,000s of young people in Scotland.

- Appointed a new Reputation Manager to lead on QMS's proactive outreach programme and play a crucial role in red meat reputational protection efforts.

Cattle Numbers Projection Model Shows Potential Growth

QMS highlighted the economic potential of Scotland's beef sector, industry concerns and changes on the cattle herd throughout the year to industry, government and wider influencers and decision makers through various forums. This included the annual Scottish Association of Meat Wholesalers (SAMW) conference, the Scottish Red Meat Resilience Group and wider public affairs and media activity. We have developed a projections model which shows that if action was taken in three areas of performance – stabilising the beef herd against the long-term downwards trend, boosting productivity of the breeding herd and slowing the outflow of prime cattle to England and Wales – the projected decline based on existing trends could be reversed with potential to generate a significant boost to the Scottish economy. The growth scenario includes an extra £76.6 million of output and £17.5 million of gross value added (GVA) added to the Scottish economy through the prime beef sector in 2030 compared to 2023.

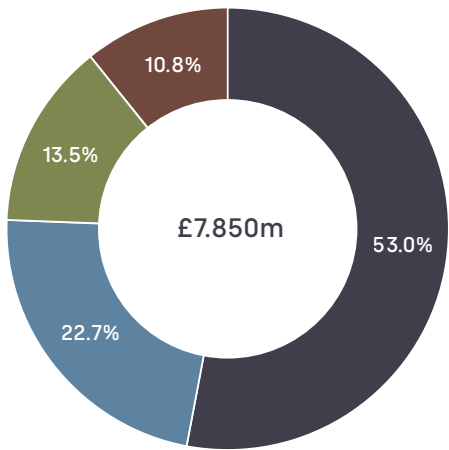
When You Know, You Know Consumer Marketing Campaign

QMS launched its *When You Know, You Know* campaign in September 2024. Aimed at consumers, the initiative emphasised the unmatched quality of livestock born and reared in Scotland under the QMS whole of life, whole of supply chain quality assurance schemes. Scotch Beef, Scotch Lamb and Specially Selected Pork took centre stage on television and was supported by outdoor, press, social media advertising and PR. The messaging was designed to educate consumers on the benefits of choosing quality assured red meat, taking them on a field to fork journey to fully understand the Scotch Difference. Following its success, the campaign returned in early 2025 to align with New Year health resolutions. Focused on the role of Scotch Beef, Scotch Lamb and Specially Selected Pork in a healthy, balanced diet, the campaign connected with those on a mission to better nutrition and inspiring healthier choices with delicious recipes and nutritional insights. With 86% of shoppers claiming to have at least one healthy eating priority, the campaign resonated strongly with consumers focused on making positive dietary changes.

Financial Position

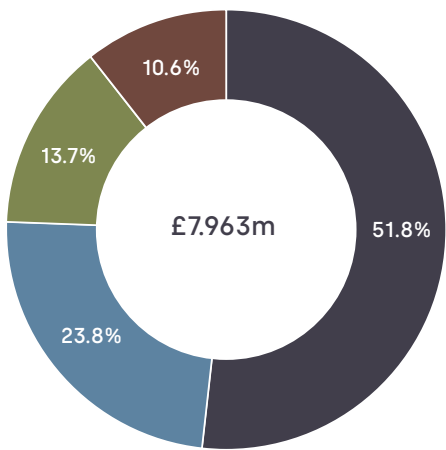
The implementation and budget plans provide a focus to ensure that all our activities meet our strategic aims and objectives. This breaks down by department as follows:

Actual allocation of our resources 2024-25



Marketing Business Development Communications & External Affairs Corporate Services

Budget allocation of resources 2024-25

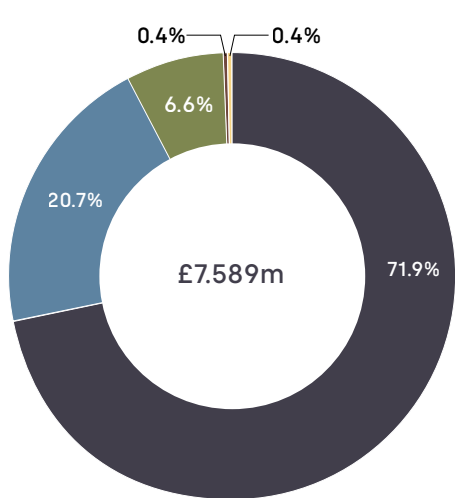


This year's completion of the staff restructure and move to a full Strategic Management Team (SMT) allowed teams to more accurately plan and deliver expenditure against budget. Regular budget meetings were held with Directors who were able to prioritise

spend where needed across the year. This allowed savings made across some budget areas, such as staff costs, which can be redeployed to areas where additional budget could be provided to projects. An example is media spend within marketing campaigns.

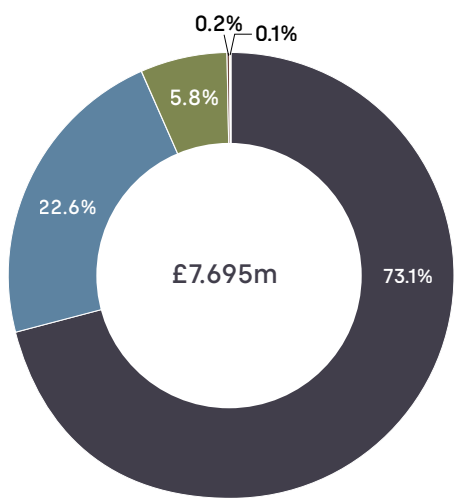
Income

Actual 2024-25 (%)



Statutory red meat levy Consumer assurance scheme fees Grant income Miscellaneous income Bank interest

Budget 2024-25 (%)



Statutory Red Meat Levy

	2024/25	2023/24
Cattle		
Scottish	2,450,774	2,262,827
Redistributed	307,954	196,378
Sub total	2,758,728	2,459,205
Sheep		
Scottish	794,701	796,621
Redistributed	1,036,503	913,705
Sub total	1,831,204	1,710,326
Pigs		
Scottish	324,341	291,352
Redistributed	539,045	446,096
Sub total	863,386	737,448
TOTAL	5,453,316	4,906,978

The QMS Board and Strategic Management Team (SMT) have been closely following changes in levy income through interrogation of monthly finance statements at SMT meetings and Board meetings. In regard to domestic (Scottish) levy, cattle levy has stabilised vs last year, though still showing a slight downward level linked to reducing cattle populations on Scottish farms. Last year's lamb crop was reduced vs what was expected at budget due to poor weather at lambing time, which meant less lambs available to

process within the financial year. Domestic pig levy was up slightly, linked to a slight recovery in pig farm production following the pig sector crisis in 21/22-23/24. On redistributed levy, cattle levy remains more difficult to forecast due to a lack of data from this being a relatively new scheme and changes in the supply chain north and south of the border impacting cattle movements. Pig levy is similarly impacted by a lack of data to base forecasts on, and some changes to supply chain cross-border trade flows.

Quality Assurance Schemes

Fees charged to members cover the cost of inspections and the administration of the schemes. The overall purpose of the schemes is to provide consumers with

assurances in relation to food safety, animal welfare and environmental protection, and to remind farmers and others of the importance of assurance in the marketplace.

Grant

QMS received two grants from the Scottish Government. The grant from the Scottish Government's Knowledge Transfer and Innovation Fund (KTIF), supported the Monitor Farm programme. The KTIF project's focus is on the sharing of best practice to improve the productivity, profitability and sustainability of Scottish farmers. The other grant from the Scottish Government is for a Private Slaughter Coordinator to support producers access to small independent abattoirs for private slaughter facilities. QMS also received a grant from Scotland Food and Drink for pork promotional activity.

QMS has robust financial management controls, including budget profiling and monitoring to

	2024/25	2023/24
Scottish Government	468,459	332,253
Other	36,046	5,954
TOTAL	504,505	338,207

ensure any under or overspend is identified as early as possible so it can be addressed. QMS continues to make good progress in managing its spend, in order to deliver across its key areas of work ([see highlights on page 48](#)). Medium-term financial planning was considered in the development of the annual business plan.

Planning Ahead



2024/25 was the first year of delivery of our new strategy, which launched in June 2023. During this period, we also completed a restructure of our departments, senior teams and committees, as well as a project to bring our corporate communication and engagement in-house. The external business environment has remained volatile and we increased our resource allocation to provide insight and information to the supply chain to manage the ongoing volatility.

The introduction of the new levy mechanism in 2024/25, with annual levy rates increased by the Consumer Prices Index including owner occupiers' housing costs (CPIH), helped to reduce the impact on our budget from falling livestock numbers. However, the reduction in livestock numbers continues to be the largest risk we face, both internally (as livestock numbers are directly linked to our levy income) and externally (as this reduces the critical mass required to sustain infrastructure, brand and market outlets of Scottish red meat products). In Q4 of 2024/25, we developed a new campaign highlighting the issue and outcome of a falling livestock base. The campaign has three main streams.

The first is focused on the public, highlighting the risks of an increase in imported meat. The second is directed at decision makers, with the risks to local economies as well as the environment and health of Scotland. The third is for primary producers – farmers and crofters – where the campaign will highlight the market opportunity from increased demand and reduced supply globally. Due to the long-term nature of cattle production cycles – it takes three years for the outputs of increasing herd size to be realised so, this issue will continue to impact both QMS and the wider supply chain for the foreseeable future.

Forecasting Q4 levy repatriation continues to be a challenge, especially with its proximity with Easter and Ramadan. These holidays are key dates in the Scottish lamb marketing calendar and, given their closeness to year end, can influence the timing lambs are marketed. QMS is engaging with levy boards and others to ensure forecasts are as accurate as possible in advance, and can make budget management decisions as appropriate and as close to when levy was collected as is possible. Looking ahead, we currently have no future plans that will ultimately make any changes to our strategic direction or structure.

Sustainability and Climate Change



QMS is committed to fulfilling its responsibilities under the Climate Change (Scotland) Act 2009 and is actively engaged in steps to mitigate, adapt and operate in a sustainable manner. As an organisation, we recognise the importance of understanding and reducing our environmental impact, which is why we have established an internal Corporate Sustainability Working Group. This group continuously reviews our operations and identifies opportunities to improve sustainability across the business.

As a small organisation, we do not currently report on Scope 1, 2, and 3 greenhouse gas (GHG) emissions. This decision is influenced by several factors, including the scale of our operations, the limited resources available for comprehensive data collection and analysis, and the absence of mandatory reporting requirements for organisations of our size.

QMS recognises the requirements of the Task Force on Climate-related Financial Disclosures (TCFD) but has not fully complied with these in the 2024/25 financial statements. QMS considers climate to be a principal risk and has therefore complied or is working to comply with the TCFD recommendations and recommendations disclosures around:

- Governance: QMS is complying with TCFD recommendations in respect of disclosures (a) and (b)

- Risk Management: QMS is complying with TCFD recommendations in respect of disclosures (a) to (c)
- Metrics and Targets: QMS is working to comply with disclosure (a) and (b)
- Strategy: QMS is complying with TCFD recommendations in respect of disclosures (a) and (b – partial).

While we are committed to sustainability and continue to assess our environmental impact, a central part of our efforts is the establishment of climate change key performance indicators (KPIs), which we are working on through 2025/26 and this will serve as a baseline to



Performance Report

track progress and guide future actions, ensuring we remain on track with our sustainability goals. As we are using 2025/26 to baseline we do not have any KPI's for this area during 2024/25.

In support of the Scottish Government's climate change targets, we have embedded climate-related considerations into our internal policies and procedures. As an example, assessing if travel is required, what type of travel and also requirements when ordering any supplies/equipment. This ensures that sustainability is a core element of our daily operations. By doing so, we are not only complying with regulatory requirements but also reinforcing our commitment to operating as a responsible and forward-thinking organisation. Beyond our internal efforts, we are leading on developing clear advice and practical steps for the supply chain to help reduce emissions and create profitable supply chains. This is an extremely complex area of work for the red meat sector, with new science evolving, particularly around the role of net emissions, climate mitigation and the impact of food security. QMS is a proud partner in the GB Baselining Project, an important initiative within the agricultural sector across Great Britain. This project aims to generate vital data that will help to evidence and validate the role that carbon removals have in generating a net emission position for the red meat sector. The work began in 2024/25 and will continue over the next five years. We are also working to model how production and consumption demand is likely to look over the coming years to ensure we can

continue to produce enough sustainable red meat to feed our growing population without increasing emissions imported from elsewhere in the world as part of our food supply chains.

To ensure this is embedded as a priority for QMS SMT and Board, as part of the restructure of the QMS Committees a permanent Climate and Nature Leadership Group has been appointed with support from a specialist in this field to ensure the group, convened from across the red meat supply chain and including QMS Board members, remain evidence-based on discussions and outcomes. Thus supporting the strategic thinking and implementation of initiatives and projects to support the transition for the Scottish red meat supply chain.

Internally, we have taken significant steps to reduce our environmental footprint. In the past year, we relocated to a smaller, shared office facility, helping to reduce our energy consumption and overall resource use. Additionally, we have introduced monthly office and stationery orders, minimising waste and further improving our sustainability efforts. We recognise our role is not without its complexities, but we are dedicated to helping the industry adopt best practices for mitigating and adapting to climate change.

Our company pension scheme is invested in the pension providers 'My Future Focus' default scheme and we are exploring additional opportunities to enhance our environmental and sustainability strategies across all aspects of our operations.

People

QMS is committed to ensuring that all staff, volunteers, students and customers are treated equally irrespective of their sex, marital status, age, race, ethnic origin, sexual orientation, disability, religion or social background, any pregnancy or maternity, gender

reassignment, or marriage/civil partnership status in accordance with the Equalities Act 2010.

We also have several HR procedures and processes, including an annual training plan to ensure that we are meeting the needs of our industry and our people.

Equal Opportunities

QMS is committed to a policy of non-discrimination on any grounds, including race, colour, nationality or ethnic or national origin, religion, gender, sexual orientation, marital status, age, responsibility for dependents, HIV status or disability. This policy

applies not only during the course of an individual's employment but also during the selection process, be it the recruitment of external job applicants, the review of internal candidates or in the provision of training and development.



Sarah Millar

Chief Executive and Accountable Officer

26 June 2025

Accountability Report



This report contains key statements and reports that enable Quality Meat Scotland to meet accountability requirements and demonstrate compliance with good corporate governance.

Corporate Governance Report

Directors' Report

Board of Quality Meat Scotland

Full details of QMS's Register of Interest can be found on our website: www.qmscotland.co.uk

Kate Rowell (Chair) (R)

Kate is a fifth-generation farmer running the 750-hectare Hundleshope Farm on the Haystoun Estate, where the family have been tenants for 150 years. She runs the hill unit near Peebles with her husband Ed and their four children.

Ann Irvine (A)

Ann was brought up on a mixed farm in Northern Ireland. For the past 28 years she has been farming beef and sheep with her family in North East Scotland. Her professional career spans over thirty years in Further and Higher Education and Local Government. This included Director of Southern Regional College N.I., Associate Principal Aberdeen College, Senior Officer Aberdeen City Council, Director of AbMAN (Aberdeen Metropolitan Network), and Mentor for middle and senior managers for CEL (Centre for Excellence in Leadership, London). Ann has a Masters Degree in Education Management and has extensive experience chairing various committees and boards.

Andy McGowan

Andy is the Joint General Manager of the United Pig Cooperative, the pig marketing group that plays a pivotal role in developing the pigmeat supply chain across the UK. Andy was the Head of Industry Development at QMS from 2002 until 2013 and has also worked in food and livestock genetics companies across Europe and Asia. He also sits on the Board of the Scottish Agricultural Organisation Society, Scotland Food & Drink, scotEID.com Ltd, Wholesome Pigs (Scotland) Ltd and Pig Regen (NI) Ltd.

Gordon Wallace (A)

Gordon Wallace is a former butcher with over 30 years of senior management experience, ranging from volume carcass processing to meat product manufacturing, and is presently manager of the Q Guild of Butchers. With a Masters Degree in Educational Studies (MEd), from Glasgow University, Gordon also lectures at the City of Glasgow College and is a freelance internal verifier and assessor with Craft Skills Scotland. Gordon has extensive Local Government committee experience at both chair and member level.

Ian Bentley (R)

Ian has had a 30-year career in food retailing, culminating in senior management positions in the Marks & Spencer Food Division, including spells with responsibility for the meat category. He then joined Scotbeef Ltd as a non-executive Director where he had a deeper involvement in the meat industry. At Scotbeef, Ian helped with strategy and recruitment and represented the company on the Council of Trade Associations in Scotland and the UK.

Peter Brown (R) (A)

Peter studied agriculture at Aberdeen and worked for six years with the Highlands and Islands Development Board. He then founded and ran Scottish Food Quality Certification (Edinburgh) and CMI Certification (Oxford). For 25 years he was involved in the establishment and operation of farm assurance, and many other schemes across the UK and further afield. After selling these businesses he gained an MSc in Gastronomy at Queen Margaret University, has chaired two arts charities, was Chair of The List (including popular guides to Scottish food and drink) and is currently a Director of DataThistle (a provider of UK events data).

Adrian Ivory (R)

Adrian graduated from the Royal Agricultural College with a Bsc Hons degree in 1997 and took over the running of his family farm in 2004. Strathisla Farms is based just outside Meikle in Perthshire and runs a herd of 150 commercial breeding females alongside 55 pedigree Simmentals and 45 pedigree Charolais, and a couple of Beef Shorthorns. They also harvest 1,500 acres of cereals annually, which is a mix of wheat, winter barley and spring barley. Adrian completed the Scottish Rural Leadership Programme in 2008 as well as Harvest the Growth in 2015. He was also the Farmers Weekly 'Young Farmer of the Year' and 'Overall Farmer of the Year' in 2008. Adrian sits on the British Simmental Council and is a previous member of the British Charolais council. Adrian was awarded his Fellow of the Royal Agricultural Societies (FRAgS) in 2019.

Scott Jarron

Scott has considerable retail experience in the red meat industry, having directed Scott Brothers Butchers in Dundee for the past 25 years. The business is diverse to the extent that it sells red meats to retail, wholesale and online. Scott is also a board member of Wishaw Abattoir. This role has given Scott a wealth of experience of marketing and promotional activities and this will be invaluable to QMS.

Niall Jeffrey (A)

Niall is a mixed beef and arable farmer based in East Lothian. He graduated with a BSc in Agriculture from Newcastle University in 2006, spent some time working in New Zealand and completed a BASIS certificate in Agriculture before joining the family business in 2009. He is currently an Agri-Epicentre satellite farmer and in 2018 won the 'AgriScot Scotch Beef Farm of the Year'. Niall brings to the Board a good understanding of animal production systems and practical experience in technology and innovative farming.

Emma Buckby

Emma is based on a sheep and beef farm on the Scottish Borders and is also the Head of the UK Market for a leading livestock AgTech. She has research interests in farmer decision-making and profitability in livestock farming and completed an MBA specialising in farm businesses. Emma is also a Governor for the University for the Creative Arts, with an interest in marketing, branding and communications, as well as Transnational Education (TNE) and knowledge exchange. She spent many years working in marketing and business development for the international education sector.

Jilly Duncan Grant

Jilly is the Co-Founder and Chief Executive Officer of Herd Advance, a company which is introducing innovative low-carbon, digitally automated technology solutions, supporting the growth and sustainability of the livestock industry. Jilly, with her husband and family, farms a 1,500-acre mixed beef and arable business in Aberdeenshire. Jilly has held roles within the SRUC for more than 10 years, across a mix of consultancy, research and education. She also spent eight years within the oil and gas and offshore wind sectors, focusing on strategy development and associated analysis and reporting. Jilly began her career after studying a Master's in Agribusiness Management at SAC Craibstone Aberdeen, followed by a graduate traineeship and subsequent management roles across the UK for a global meat processor, Grampian Country Food Group. Jilly has gained extensive knowledge and experience through her 25-year career, bringing industry stakeholder engagement, expertise in innovative disruptive production systems, policy research and delivery and farm business consultancy specific to animal production, business improvement, strategy formulation and implementation. Jilly is also an alumnus of the Scottish Rural Leadership Programme and the SAOS/NFU Mutual Growing Tomorrow's Leaders Programme, as well as a winner of the RHASS Royal Highland Show Innovation Award.

Carrie Ruxton

Carrie Ruxton PhD is a dietitian with more than 20 years' experience consulting to a broad range of food companies and trade bodies. She served for several years on the industry-funded Meat Advisory Panel, helping to communicate the role of red meat in a balanced diet to consumers. She is a former Board member of Food Standards Scotland and a Trustee of the Nutrition Society. Carrie's grandparents and great-grandparents farmed in Perthshire, which gave her a lifelong appreciation of the importance of rural Scotland.

The Chair and Board members are appointed by Scottish Ministers. The Board has a code of conduct for Board members approved by Scottish Ministers. The Board operates an Audit and Risk Management Committee and a Remuneration Committee to scrutinise activity in these areas and make recommendations to the Board.

Key:

(R) Indicates membership of the Remuneration Committee.

(A) Indicates membership of the Audit and Risk Management Committee.

Pensions

QMS operates defined contribution schemes for employees. The assets of the defined contribution schemes are held separately from those of the organisation in independently administered funds.

Details of the pension entitlements are given in the [Remuneration and Staff Report \(page 38\)](#) and [note 4 \(page 54\)](#) to these accounts.

Freedom of Information Requests

QMS received 8 Freedom of Information (FOI) requests during the year 2024-25. All requests were responded to within appropriate timescales.

Data Protection

QMS experienced one minor data breach during 2024/25. The breach was assessed and determined to be low in severity.

Payment Policy

It is QMS's policy to settle all debts within 30 days unless otherwise specified in the contract and to observe the CBI prompt payment code. On average, QMS settled its debts within 17 days during 2024-25 (2023-24 – 18 days).

Statement of Board and Accountable Officer's Responsibilities

Under article 12(4) of the Quality Meat Scotland Order 2008, QMS is required to prepare a statement of accounts for each financial year, in conformity with the direction of the Scottish Ministers.

The statement of accounts is prepared on an accruals basis and must give a true and fair view of the state of affairs of QMS, the income and expenditure, recognised gains and losses and cash flows for the financial year.

The composition of the [Board of QMS is disclosed on page 28](#). Details of the Accountable Officer, who is the Chief Executive of QMS, are reported on [page 26](#).

In preparing the accounts, the Accountable Officer is required to comply with the Financial Reporting Manual (FReM) and, in particular to:

- Observe the accounts direction, including the relevant accounting and disclosure requirements, and apply

suitable accounting policies on a consistent basis.

- Make judgements and estimates on a reasonable basis.
- State whether applicable accounting standards, as set out in the FReM, have been followed and disclose and explain any material departures in the accounts.
- Prepare accounts on an ongoing concern basis.

The responsibilities of the Accountable Officer, including responsibility for the propriety and regularity of the public finances for which an Accountable Officer is answerable, for keeping proper records and for safeguarding assets, are set out in the Public Finance and Accountability (Scotland) Act 2000.

The Board has corporate responsibility for ensuring that QMS fulfils the overall aims set by Scottish Ministers and for promoting the efficient and effective use of staff and other resources, in accordance with the principles of Best Value.

Disclosure of Information to the Auditors

As Accountable Officer, as far as I am aware, there is no relevant audit information of which QMS's auditor are unaware. I have taken all

reasonable steps to make myself aware of any relevant audit information and to establish that QMS's auditor is aware of the information.

Statement by Accountable Officer

As Accountable Officer, I confirm that the annual report and accounts as a whole is fair, balanced and understandable and that I take personal

responsibility for the annual report and accounts and the judgements required for determining that it is fair, balanced and understandable.

Governance Statement

Background

The Governance Statement records the stewardship of QMS and supplements the annual accounts. This statement also draws together statements

and evidence on governance, risk management and control, to provide a coherent and consistent reporting mechanism.

Scope of Responsibility

As Accountable Officer, I have responsibility for maintaining a sound system of internal control to underpin the achievement of QMS's strategy, while safeguarding the public funds and assets for which I am personally responsible, in accordance with the responsibilities assigned to me.

The system of internal control is designed to manage rather than eliminate risk of failure to achieve specific strategies; it can therefore only provide reasonable and not absolute assurance of effectiveness. No significant weaknesses have been identified.

The system of internal control is based on

a continuing process, designed to identify the principal risks to the achievement of QMS's specific strategies, to evaluate the nature and extent of those risks and to manage them effectively and economically. This process was in place throughout the year to 31 March 2025 and up to the date of the approval of the annual report and accounts.

As Accountable Officer, I have responsibility for reviewing the effectiveness of the system of internal control. The following framework was in place for the year which ended 31 March 2025, covering a range of corporate governance requirement.

Governance Framework

QMS's governance framework is clearly defined within the context of the Framework Document, which specifically addresses:

- The functions, duties and powers of QMS
- Aims, objectives and targets
- The responsibilities of the Chair, the Board and the Chief Executive
- Planning, budgeting and control
- External accountability
- Staff management
- Reviewing QMS's role
- Key financial and operating procedures.

The governance framework is further supported by the QMS Scheme of Delegation, Board Standing Orders and Board Code of Conduct.

The QMS Board, including the Chair, consists of 12 members. These individuals are appointed by Scottish Ministers in line with the Code of Practice issued by the Commissioner for Public Appointments in Scotland. The Board has corporate responsibility for ensuring that QMS fulfils the aims and objectives set by Scottish Ministers and for promoting the

efficient and effective use of staff and other resources by QMS in accordance with the principles of Best Value. The Board met five times.

The diversity of the QMS Board is key to the success of the organisation. Board members are involved in different parts of the red meat industry in Scotland, with each Board member bringing different skills and expertise to the organisation. QMS is striving to comply with the Gender Representation on Public Boards (Scotland) Act 2018, with steps taken to increase female representation on the QMS Board, including holding dedicated webinars with potential Board members, explaining the appointment process and role of the QMS Board, and increasing advertising on available Board positions in a greater range of publications and stakeholder communications.

The Board in pursuit of its wider corporate responsibilities, shall:

- Establish the overall strategic direction of QMS within the needs of industry and the policy, planning and resources framework determined by the Scottish Ministers.
- Ensure that Scottish Ministers are kept informed of any changes which are likely to impact on the

Accountability Report

strategic direction of QMS or on the attainability of its targets and determine the steps needed to deal with such changes.

The Chair is appointed by Scottish Ministers in line with the Code of Practice issued by the Commissioner for Public Appointments in Scotland. The Chair is accountable to the Scottish Ministers and may also be held to account by the Scottish Parliament.

Communications between the Non-Departmental

Public Body (NDPB) Board and the Scottish Ministers should normally be through the chair. The Chair has a particular leadership responsibility in formulating the Board's strategy.

The Chief Executive of QMS is designated as the Accountable Officer by the Principal Accountable Officer of the Scottish Administration in accordance with Sections 14 and 15 of the Public Finance and Accountability (Scotland) Act 2000.

Board Meetings

Board Members during 2024-25	Board Position	Attendance at Board Meetings during 2024-25
Kate Rowell	Chair	5/5
Ann Irvine	Member	4/5
Andy McGowan	Member	4/5
Gordon Wallace	Member	3/5
Ian Bentley	Member	5/5
Peter Brown	Member	4/5
Adrian Ivory	Member	5/5
Niall Jeffrey	Member	5/5
Scott Jarron	Member	5/5
Jillian Grant	Member	5/5
Emma Buckby	Member	5/5
Caroline Ruxton	Member	5/5

The role of the Board is to provide strategic leadership for the organisation, setting the strategic direction including development of a strategic plan and programme of work. It also oversees the performance of the organisation, and the Chief Executive is accountable to the Board for its performance.

During the 2024-25 year the Board focused on:

- Overseeing delivery of the strategic plan and programme of work.
- Stakeholder engagement
- Performance monitoring addressing delivery, financial, risk and governance performance.
- Board member training and development.

The Board is supported by an Audit and Risk Management Committee to maintain oversight of internal and external audit, financial, risk and governance performance, and a Remuneration Committee.

The Board is committed to high standards of corporate governance and believes that a sound governance structure gives rise to a successful organisation.

Audit and Risk Management Committee

The purpose of the Audit and Risk Management Committee is to monitor and review risk, control, and corporate governance. It operates independently and reports to the Board.

The Audit and Risk Management Committee comprises of at least three Board Members appointed by the Board and has written terms of reference,

which are also approved by the Board. The terms of reference outline the make-up, authority and duties of the committee.

The Audit and Risk Management Committee met three times in the 2024-25 year.

The minutes of the Audit and Risk Management Committee can be found on the [QMS website](#).

Audit and Risk Management Committee Members during 2024-25

Committee Member	Committee Position	Attendance at Committee Meetings during 2024-25
Ann Irvine	Chair	3/3
Peter Brown	Member	2/3
Gordon Wallace	Member	3/3
Niall Jeffrey	Member	3/3

The external and internal auditors attend Audit and Risk Management Committee meetings as required. They are given the opportunity to speak confidentially to the Committee members.

Remuneration Committee

The Remuneration Committee is made up of four Board Members, including the Board Chair. The Remuneration Committee met twice during the 2024-25 year.

Purpose:

- To receive an annual report from the Chair of the Board on the performance of the Chief Executive and a recommendation on annual salary review.
- To receive an annual report from the Chief Executive on a proposal for review of staff salaries.

- To make recommendations to the Board on the proposed salary review for the Chief Executive and on the proposal for salary review of staff.
- To ensure compliance with Management Statement and Financial Memorandum guidelines on remuneration.
- To oversee the objective setting and appraisal process for staff and the Chief Executive.

Remuneration Committee Members during 2024-25

Committee Member	Committee Position	Attendance at Committee Meetings during 2024-25
Peter Brown	Chair	2/2
Kate Rowell	Member	2/2
Ian Bentley	Member	2/2
Adrian Ivory	Member	2/2

Risk and Control Framework

Responsibility for the risk management process lies with the Board, which is provided with information and guidance by the Audit and Risk Management Committee and the Strategic Management Team.

QMS has its own risk management policy and we work to update our Risk Register to ensure the Board is aware of the key issues we are facing at any point in time. The Register is examined regularly by the QMS Strategic Management Team and reviewed by the Audit and Risk Management Committee and the appointed internal audit consultants.

The risk and control mechanism is based on an ongoing process designed to identify the principal risks to the achievement of QMS's policies, aims and objectives; to evaluate the nature and extent of those risks, and to manage them efficiently, effectively and economically.

QMS maintains a Risk Register which records internal and external risks and identifies the mitigating actions required to reduce the threat of these risks occurring and their impact. The Risk Register is regularly updated and reviewed as a standing item by both the Strategic Management Team and the Audit and Risk Management Committee. The Risk Register is presented to the Board following the Audit and Risk Management Committee meeting. The risk and control processes applied within QMS accord with guidance given in the Scottish Public Finance Manual (SPFM) and have been in place for the year ended 31 March 2025 and up to the date of the approval of the annual report and accounts.

Best Value

QMS ensures that, by following best practice principles and guidance across the organisation, we continue to secure best value in our operations and procurement of services and contracts.

Conflicts of Interest Procedures

QMS operates strict and comprehensive procedures to deal with potential conflicts of interest. A register of interests, covering Board members and the Strategic Management Team, is held and updated on an annual basis. This is available for examination by any member of the public wishing to do so, the information is published on the QMS website: www.qmscotland.co.uk

During the year, and up to the date of signing the accounts, the following governance arrangements were in place:

Fraud Risk Management

QMS policies relating to fraud, corruption and bribery are set out in the staff handbook. These policies detail the steps taken to manage risk and how to respond to fraudulent or corrupt activity if it is suspected or discovered. Processes are in place to ensure that policies for counter-fraud are consistent with Scottish Government guidance, including a review of current counter-fraud activity. Robust reporting procedures have been adopted by QMS and an Audit and Risk Management Committee is in place to oversee and manage any issues that arise.

Anti-Corruption and Anti-Bribery Matters

QMS has an Anti-Fraud Policy in place and there have been no reported incidents of corruption or fraud.

Whistle-Blowing Policy

The whistle-blowing procedure is set out in the Staff Handbook and a member of the Board is appointed to be directly available to whistle-blowers.

The system of internal control will continue to be reviewed to ensure effective assurances.



External Audit

Audit Scotland has been appointed as QMS's external auditor for a five-year period from 1 April 2022.

Internal Audit

The appointed internal auditor (TIAA) carried out a review of selected operating systems. The results of reviews are advised to the Audit and Risk Management Committee, which reports to the Board. Our internal auditors are satisfied that, for the areas reviewed during the year, QMS has reasonable and effective risk management, control and governance processes in place.

The internal audit function is an integral part of the internal control system. QMS's internal audit service for the financial year 2024-25 was provided by TIAA Ltd, which undertook work based on an analysis of the risk to which QMS was exposed. During 2024-25 TIAA reviewed and evaluated QMS's processes in the following area:

- Market Intelligence
- Payroll
- Marketing.

The findings are presented in the reports issued during the year to the Strategic Management Team and the Audit and Risk Management Committee.

These include an opinion on the adequacy and effectiveness of the system of internal control, together with recommendations for improvements.

No recommendations were made throughout the year and no recommendations were carried forward from work undertaken in previous years.

Each year, the Internal Audit provider issues an annual report which includes an opinion on the system of internal control. The findings of the review of QMS's risk management, governance and internal control processes provided QMS with reasonable assurance that there are no major weaknesses in the internal control systems for the areas reviewed in 2024-25.

Data and Information Management

QMS experienced one minor data breach during 2024-25. The breach was assessed and determined to be low in severity. Procedures are in place to ensure ongoing compliance with data protection and information management obligations.

QMS has taken steps to ensure compliance with GDPR obligations. QMS has a dedicated Data Protection Officer.

There has been an increased risk in cyber security. QMS recognises the importance of ensuring cyber resilience. QMS renewed its Cyber Essentials certification and achieved Cyber Essentials Plus accreditation. QMS again carried out training of staff on the importance of remaining vigilant to phishing attacks and scenario planning for potential breaches.

Significant Governance Issues

During 2024-25 there were no significant governance issues to report.

Management Assurances

As Accountable Officer, I also have responsibility for reviewing the effectiveness of the system of internal control. My review is informed by the:

- Work of the internal auditor
- Input and feedback from the Audit and Risk Management Committee.
- Executive managers within QMS who have responsibility for the development and maintenance of the internal control framework.
- Comments made by the external auditor in management letters and other reports.

Each of these parties is involved in the identification and assessment of areas of operation where review is needed or is due by virtue of the passage of time since a previous review.

Reports are presented to the Audit and Risk Management Committee for confirmation that management action in relation to risks identified, has been implemented.

The measures listed above have been in place for the duration of the financial year and up to the date of the approval of the annual report and accounts, and are sufficient to address any weakness identified and to ensure the continuous improvement of the system.

Conclusion

Based on the sources of assurance identified above, and the continuous review of corporate governance practices in line with the Scottish Public Finance Manual (SPFM) best practice principles and guidance,

I am satisfied that appropriate governance controls are in place and these are operating effectively.

The framework of controls needs to continue to develop to ensure it is proportionate and effective.



Remuneration and Staff Report

Remuneration Policy

In setting salary levels, the Remuneration Committee has regard to the following considerations:

- The need to recruit, retain and motivate suitably qualified people to implement specific strategies and activities in line with the strategy of the organisation

- Regional or local variations in labour markets and their effect on the recruitment and retention of staff
- The funds available subject to expenditure limits
- Other relevant Government policies or targets.

Board Remuneration (Audited)

Remuneration of the Chair and Board Members is set out below:

Board Members during 2024-25	2024-25 (£)	2023-24 (£)
Kate Rowell (Chair)	35-40	35-40
Anne Irvine	0-5	0-5
Andy McGowan	0-5	0-5
Gordon Wallace	0-5	0-5
Ian Bentley	0-5	5-10
Peter Brown	5-10	0-5
Adrian Ivory	0-5	0-5
Niall Jeffrey	0-5	5-10
Scott Jarron	0-5	0-5
Jillian Grant	0-5	0-5
Emma Buckby	0-5	0-5
Caroline Ruxton	0-5	0-5

QMS does not make any pension payments in respect of the Chair or any Board Member. Board Members and the Chair are remunerated at an agreed rate for time spent on Board business. Quality Meat Scotland Chair is committed to four days per month.

Remuneration of Senior Staff (Audited)

The following section provides details of the remuneration and pension interests of the Chief Executive of Quality Meat Scotland

	Salary		Pension Contributions		Total	
	£000		£000		£000	
	2024-25	2023-24	2024-25	2023-24	2024-25	2023-24
Chief Executive						
Sarah Millar	115-120	115-120	15-20	15-20	135-140	135-140

QMS does not make any performance related payments, bonuses or benefits in kind in respect of the Chief Executive, Chair or any Board member.

Pay Multiples (Audited)

Reporting bodies are required to disclose the relationship between the remuneration of the highest paid staff member in their organisation along with the median, lower quartile and upper quartile remuneration

figures of the organisation's workforce. The banded remuneration of the highest-paid staff member in Quality Meat Scotland in financial year 2024-25 was £115-120k (2023-24: £115-£120k).

	2024-25 Salaries £	2024-25 Ratio to Highest Paid Director Salary	2023-24 Salaries £	2023-24 Ratio to Highest Paid Director Salary
	£		£	
Lower quartile	32,730	3.59	37,765	3.11
Median	42,866	2.74	41,218	2.85
Upper quartile	59,595	1.97	56,057	2.10

In 2024-25 no employees received remuneration in excess of the highest paid director. Remuneration ranged from £25,093 to £120,000 (2023-24: £27,274 to £120,000). There was a 0% change in the highest paid director salary in 2024-25 (0% 2023-24). The average percentage change of the workforce salaries from the previous financial year was 7.97% (2023-24: 4.37%). This is due to annual pay, progression awards and employment of higher paid members of staff to perform tasks previously outsourced to external suppliers. The lower quartile ratio has increased from 2023/24 due to a lower paid member of staff being employed. The above pay disclosures reflect the QMS policy for pay, reward and progression.

Staff Costs and Numbers (Audited)

	Permanent Staff	Board Members	Total 2024-25	Total 2023-24
	£		£	
Salaries	1,570,421	73,153	1,643,574	1,457,779
Social security costs	171,399	6,393	177,792	156,766
Other pension costs	164,819	0	164,819	152,534
Total	1,906,638	79,546	1,986,184	1,767,080

Permanent staff include staff on temporary contracts, the total cost of which was £5,629 (nil-2023/24).

Average Number of Employees (Audited)

The average number of full-time equivalent (FTE) persons employed during the year

	Number 2024-25	Number 2023-24
Chief Executive	1	1
Professional, managerial, administration and support	29	27
Total	30	28

As at 31 March 2025 there were two members of staff on temporary contracts. (nil-2023/24).

Gender Note

	Males 31 March 2025	Females 31 March 2025	Males 31 March 2024	Females 31 March 2024
Board	7	5	7	5
Chief Executive	-	1	-	1
Employees	8	24	8	20

Employee numbers include part-time staff.

The figures above are the total numbers of staff as at 31 March 2025 not full-time equivalents.

Sickness Absence

Sickness absence during the year to 31 March 2025 was 90 days (2024: 48.5 days), representing 1.33% of the total number of available days (2024: 0.78%). This equates to an average number of days sickness per member of staff of 2.99 days (2024: 1.73 days).

Exit Packages

There were no exit packages within 2024-25 (2023-24: nil).

Staff Turnover

During the year 2024-25, Quality Meat Scotland had two permanent members of staff leave: This represents a staff turnover figure of 6.8% (2023-24: 20.7%).

Equal Opportunities, Diversity and Inclusion

We are committed to ensuring equal opportunities, equality and diversity in the workplace for all employees, including those with disabilities. Our approach is detailed in various staff policies, summarised in our employee handbook. We also ensure we train and develop our Management Team in management responsibilities, diversity and inclusion.

Parliamentary Accountability Report

Losses and Special Payments

There were no losses or special payments made during the year 2024-25 (2023-24: nil).

Gifts and Charitable Donations

There were no gifts or charitable donations made during the year 2024-25 (2023-24: nil).

Remote Contingent Liabilities

Quality Meat Scotland is required to report any liabilities for which the likelihood of a transfer of economic benefit in settlement is too remote to meet the definition of contingent liability under IAS37. There are currently no remote contingent liabilities 2024-25 (2023-24: nil).

Fees and Charges

Quality Meat Scotland received no fees or charges income within the year 2024-25 (2023-24: nil).

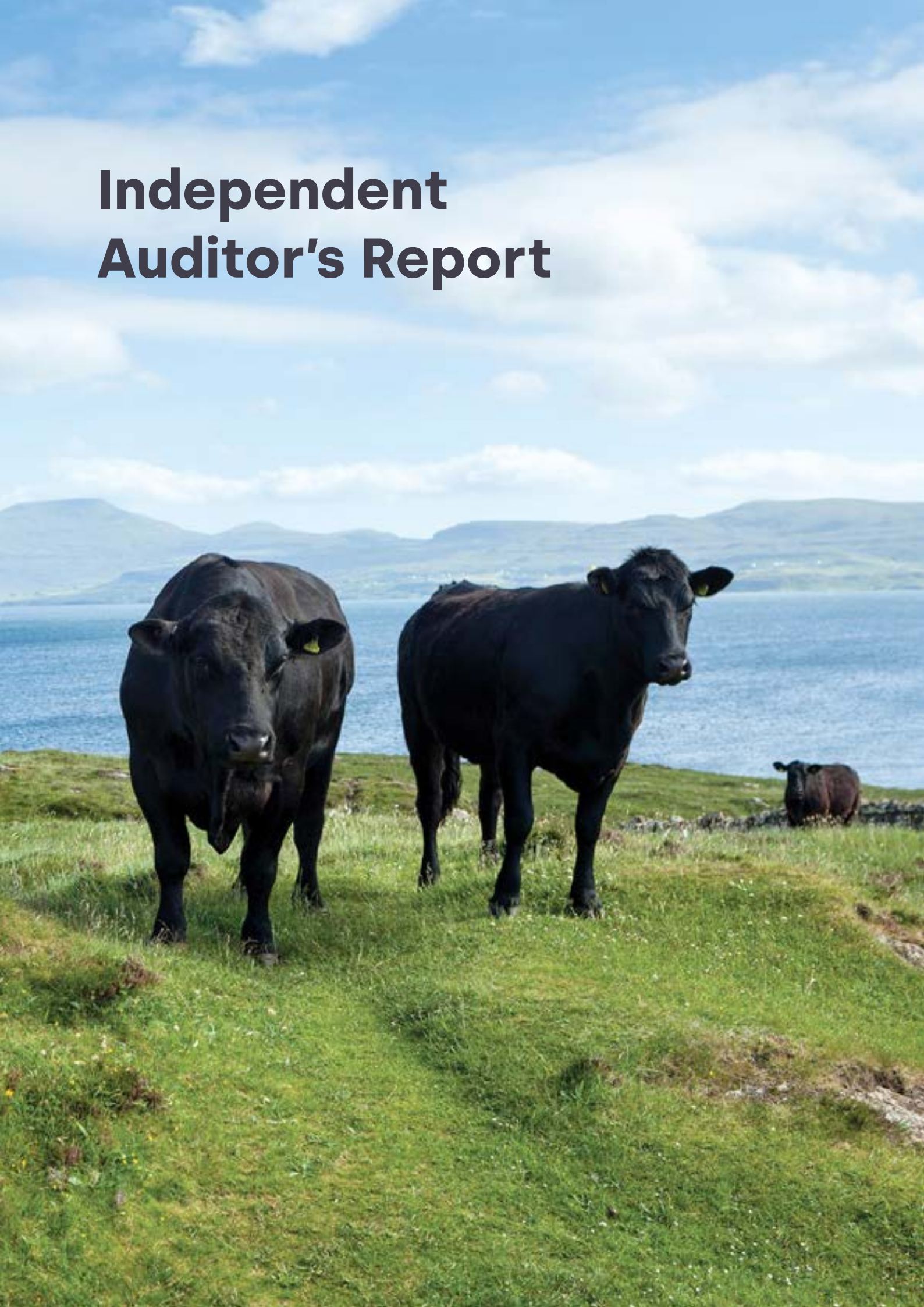


Sarah Millar

Chief Executive and Accountable Officer

26 June 2025

Independent Auditor's Report



Independent Auditor's Report to the members of Quality Meat Scotland, the Auditor General for Scotland and the Scottish Parliament

Reporting on the Audit of the Financial Statements

Opinion on Financial Statements

I have audited the financial statements in the annual report and accounts of Quality Meat Scotland for the year ended 31 March 2025 under The Quality Meat Scotland Order 2008. The financial statements comprise the Statement of Comprehensive Net Expenditure, the Statement of Financial Position, the Cash Flow statement, the Statement of Changes in Taxpayers' Equity and notes to the financial statements, including material accounting policy information. The financial reporting framework that has been applied in their preparation is applicable law and UK adopted international accounting standards, as interpreted and adapted by the 2024/25

Government Financial Reporting Manual (the 2024/25 FReM).

In my opinion the accompanying financial statements:

- Give a true and fair view of the state of the body's affairs as at 31 March 2025 and of its net expenditure for the year then ended;
- Have been properly prepared in accordance with UK adopted international accounting standards, as interpreted and adapted by the 2024/25 FReM; and
- Have been prepared in accordance with the requirements of The Quality Meat Scotland Order 2008 and directions made thereunder by the Scottish Ministers.

Basis for Opinion

I conducted my audit in accordance with applicable law and International Standards on Auditing (UK) (ISAs (UK)), as required by the [Code of Audit Practice](#) approved by the Auditor General for Scotland. My responsibilities under those standards are further described in the auditor's responsibilities for the audit of the financial statements section of my report. I was appointed by the Auditor General on 3 April 2023. My period of appointment is five years, covering 2022/23 to 2026/27. I am independent of

the body in accordance with the ethical requirements that are relevant to my audit of the financial statements in the UK including the Financial Reporting Council's Ethical Standard, and I have fulfilled my other ethical responsibilities in accordance with these requirements. Non-audit services prohibited by the Ethical Standard were not provided to the body. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Conclusions Relating to Going Concern Basis of Accounting

I have concluded that the use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work I have performed, I have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the body's ability to continue to adopt the going concern basis of accounting for

a period of at least twelve months from when the financial statements are authorised for issue.

These conclusions are not intended to, nor do they, provide assurance on the body's current or future financial sustainability. However, I report on the body's arrangements for financial sustainability in a separate Annual Audit Report available from the [Audit Scotland website](#).

Risks of Material Misstatement

I report in my separate Annual Audit Report the most significant assessed risks of material misstatement that I identified and my judgements thereon.

Responsibilities of the Accountable Officer for the Financial Statements

As explained more fully in the Statement of Board and Accountable Officer's Responsibilities, the Accountable Officer is responsible for the preparation of financial statements that give a true and fair view in accordance with the financial reporting framework, and for such internal control as the Accountable Officer determines 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 Accountable Officer is responsible for assessing the body'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 there is an intention to discontinue the body's operations.

Auditor's Responsibilities for the Audit of the Financial Statements

My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my 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 decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. I design procedures in line with my responsibilities outlined above to detect material misstatements in respect of irregularities, including fraud. Procedures include:

- Using my understanding of the central government sector to identify that The Quality Meat Scotland Order 2008 and directions made thereunder by the Scottish Ministers are significant in the context of the body;
- Inquiring of the Accountable Officer as to other laws or regulations that may be expected to have a fundamental effect on the operations of the body;
- Inquiring of the Accountable Officer concerning the body's policies and procedures regarding compliance with the applicable legal and regulatory framework;

- Discussions among my audit team on the susceptibility of the financial statements to material misstatement, including how fraud might occur; and
- Considering whether the audit team collectively has the appropriate competence and capabilities to identify or recognise non-compliance with laws and regulations.

The extent to which my procedures are capable of detecting irregularities, including fraud, is affected by the inherent difficulty in detecting irregularities, the effectiveness of the body's controls, and the nature, timing and extent of the audit procedures performed.

Irregularities that result from fraud are inherently more difficult to detect than irregularities that result from error as fraud may involve collusion, intentional omissions, misrepresentations, or the override of internal control. The capability of the audit to detect fraud and other irregularities depends on factors such as the skilfulness of the perpetrator, the frequency and extent of manipulation, the degree of collusion involved, the relative size of individual amounts manipulated, and the seniority of those individuals involved.

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

Reporting on Regularity of Expenditure and Income

Opinion on Regularity

In my opinion in all material respects the expenditure and income in the financial statements were incurred

or applied in accordance with any applicable enactments and guidance issued by the Scottish Ministers.

Responsibilities for Regularity

The Accountable Officer is responsible for ensuring the regularity of expenditure and income. In addition to my responsibilities in respect of irregularities explained in the audit of the financial statements section of my report, I am responsible for expressing

an opinion on the regularity of expenditure and income in accordance with the Public Finance and Accountability (Scotland) Act 2000..

Reporting on Other Requirements

Opinion Prescribed by the Auditor General for Scotland on Audited Parts of the Remuneration and Staff Report

I have audited the parts of the Remuneration and Staff Report described as audited. In my opinion, the audited parts of the Remuneration and Staff

Report have been properly prepared in accordance with The Quality Meat Scotland Order 2008 and directions made thereunder by the Scottish Ministers.

Other Information

The Accountable Officer is responsible for the other information in the annual report and accounts. The other information comprises the Performance Report and the Accountability Report excluding the audited parts of the Remuneration and Staff Report.

My responsibility is to read all the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements, or my knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If I identify such material inconsistencies or apparent material misstatements, I am required

to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work I have performed, I conclude that there is a material misstatement of this other information, I am required to report that fact. I have nothing to report in this regard.

My opinion on the financial statements does not cover the other information and I do not express any form of assurance conclusion thereon except on the Performance Report and Governance Statement to the extent explicitly stated in the following opinions prescribed by the Auditor General for Scotland.

Opinions Prescribed by the Auditor General for Scotland on Performance Report and Governance Statement

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

- The information given in the Performance Report for the financial year for which the financial statements are prepared is consistent with the financial statements and that report has been prepared in accordance with The Quality Meat Scotland Order 2008 and directions made

thereunder by the Scottish Ministers; and

- The information given in the Governance Statement for the financial year for which the financial statements are prepared is consistent with the financial statements and that report has been prepared in accordance with The Quality Meat Scotland Order 2008 and directions made thereunder by the Scottish Ministers.

Matters on Which I am Required to Report by Exception

I am required by the Auditor General for Scotland to report to you if, in my opinion:

- Adequate accounting records have not been kept; or
- The financial statements and the audited parts of the Remuneration and Staff Report are not in agreement

with the accounting records; or

- I have not received all the information and explanations I require for my audit.
I have nothing to report in respect of these matters.

Conclusions on Wider Scope Responsibilities

In addition to my responsibilities for the annual report and accounts, my conclusions on the wider scope

responsibilities specified in the Code of Audit Practice are set out in my Annual Audit Report.

Use of my Report

This report is made solely to the parties to whom it is addressed in accordance with the Public Finance and Accountability (Scotland) Act 2000 and for no other purpose. In accordance with

paragraph 108 of the Code of Audit Practice, I do not undertake to have responsibilities to members or officers, in their individual capacities, or to third parties.

Maggie Bruce

Maggie Bruce CA

Senior Audit Manager

Audit Scotland

The Green House

Beechwood Business Park North

Inverness IV2 3BL

26 June 2025

Financial Statements



Financial Statements

Statement of Comprehensive Net Expenditure

For the year ended 31 March 2025

		2024-25	2023-24
	Note	£	£
Income	2		
Statutory red meat levy		(5,453,316)	(4,906,978)
Consumer assurance scheme fees		(1,570,570)	(1,548,646)
Other income		(531,737)	(361,179)
Total operating income		(7,555,623)	(6,816,803)
Expenditure			
Staff employment and Board costs	4	1,986,184	1,767,080
Depreciation and amortisation	6	56,202	41,261
Other operating costs	3	5,803,575	4,774,040
Total operating expenditure		7,845,962	6,582,381
Net operating expenditure		290,339	(234,422)
Interest receivable	5	(33,602)	(21,938)
Interest payable	5	4,779	2,604
Net expenditure for the year		261,516	(253,756)

There is no other comprehensive income or expenditure for the year. The [notes on pages 52 to 62](#) form part of these accounts.

Statement of Financial Position

As at 31 March 2025

		2025	2024
	Note	£	£
Non-current assets			
Furniture, fittings and equipment	7	20,710	34,141
Intangible assets	8	24,932	13,200
Right-of-use assets	9	149,228	28,892
Total non-current assets		194,870	76,233
Current assets			
Trade receivables and other current assets	10	1,707,766	1,235,513
Deposits and advances	11	420,772	405,644
Cash and cash equivalents	12	229,250	889,422
Total current assets		2,357,788	2,530,579
Total assets		2,552,658	2,606,812
Current liabilities			
Trade payables and other current liabilities	13	752,716	674,328
Lease liabilities	9	50,233	16,756
Total current liabilities		802,949	691,084
Non-current liabilities			
Lease liabilities	9	101,081	16,305
Provisions	14	2,702	0
Deferred income	13	180,248	172,229
Total non-current liabilities		284,031	188,534
Assets less liabilities		1,465,678	1,727,194
Taxpayers' equity			
General reserve		1,465,678	1,727,194

Only events up until the authorised for issue date are reflected in these accounts.
The [notes on pages 52 to 62](#) form part of these financial statements.

The Accountable Officer authorised these financial statements for issue on **26 June 2025**



Sarah Millar
Chief Executive and Accountable Officer
26 June 2025

Cash Flow Statement

For the year ended 31 March 2025

		2024-25	2023-24
	Note	£	£
Cash flows from operating activities	(a)	(625,930)	502,195
Cash flows from investing activities	(b)	(39,468)	(167,955)
Cash flows from financing activities	(c)	5,226	3,590
Increase/(decrease) in cash in the year		(660,172)	337,829
Notes to the Cash Flow Statement			
(a) Cash flows from operating activities			
Net operating expenditure		(290,339)	234,422
Adjustment for non-cash items			
- Depreciation		56,202	41,261
- (Profit)/loss on sale of non-current assets		(5,948)	(1,229)
Decrease/(increase) in trade and other current assets		(472,253)	515,695
Increase/(decrease) in trade payables and other current liabilities		86,407	(287,954)
Net cash flow from operating activities		(625,930)	502,195
(b) Cash flows from investing activities			
Purchase of furniture and fittings and intangible assets		(26,486)	(16,058)
Payments to acquire right-of-use asset		(2,854)	0
Proceeds from disposal of property, plant and equipment		5,000	1,825
Withdrawal/(deposit) of cash to UK clearing bank fixed-term deposit account		(15,128)	(153,722)
		(39,468)	(167,955)
(c) Cash flows from financing activities			
Interest received		33,602	21,938
Net repayments of lease liability		(28,376)	(18,348)
		5,226	3,590
Net financing			
Net increase in cash and cash equivalents in the year		(660,172)	337,829
Cash and cash equivalents at beginning of year		889,422	551,593
Cash and cash equivalents at end of year		229,250	889,422

The [notes on pages 52 to 62](#) form part of these accounts.

Statement of Changes in Taxpayers' Equity

For the year ended 31 March 2025

	General Reserve	Total Reserves
	£	£
Balance at 31 March 2023	1,473,438	1,473,438
Changes in taxpayers' equity for 2023-24		
Surplus for the year	253,756	253,756
Total comprehensive income for 2023-24	253,756	253,756
Balance at 31 March 2024	1,727,194	1,727,194
Changes in taxpayers' equity for 2024-25		
Surplus for the year	(261,516)	(261,516)
Total comprehensive income for 2024-25	(261,516)	(261,516)
Balance at 31 March 2025	1,465,678	1,465,678

The [notes on pages 52 to 62](#) form part of these accounts.



Notes to the Financial Statements

1 Accounting Policies

The financial statements have been prepared in accordance with the Accounts Direction issued by Scottish Ministers under section 19(4) of the Public Finance and Accountability (Scotland) Act 2000 and in compliance with the principles and disclosure requirements of the Government Financial Reporting Manual (FReM). The accounting policies contained in the FReM apply International Financial Reporting Standards (IFRS) as adopted or interpreted for the public sector context.

The financial statements have been prepared using accounting policies and, where necessary, estimation techniques, which are selected as the most appropriate for the purpose of giving a true and fair view in accordance with the principles set out in International Accounting Standard (IAS) 8: Accounting Policies, Changes in Accounting Estimates and Errors. Changes in accounting policies which do not give rise to a prior year adjustment are reported in the relevant note. The fundamental accounting concepts of going concern and accruals have been applied consistently.

The accounting policies adopted by QMS have been applied consistently in dealing with items considered material in relation to the accounts.

1.1 Accounting Convention

The financial statements have been prepared on a going concern basis under the historical cost convention.

1.2 Assets Policy

Property, plant and equipment are stated at historic purchase cost less accumulated depreciation.

Cost includes the original purchase price of the asset and the costs attributable to bringing the asset to its working condition.

Intangible assets are non-monetary assets without physical substance and comprise of software configuration costs.

Right-of-use assets for applicable leases are initially recognised based on the amount equal to the lease liabilities, adjusted for any related prepaid and accrued lease payments previously recognised, and subsequently measured in accordance with IAS16 as adapted for the public sector. Lease liabilities are recognised based on the present value of the remaining lease payments, discounted using the incremental borrowing rate at the date of initial application and subject to subsequent remeasurement to reflect changes in assumptions, such as the lease term or discount rate.

1.3 Property, Plant and Equipment

Expenditure on office refurbishments, office furniture and fittings, office equipment, IT equipment and infrastructure is capitalised if the asset has a value of at least £250 with a useful life of more than one year. The assets are recorded at cost and this lifespan and residual values are estimated.

1.4 Depreciation

Capital assets will be depreciated/amortised on a straight-line historical cost basis as follows.

Property, plant and equipment:

- Furniture, fittings and equipment – five years.
- Office equipment – five years.

Information technology:

- IT equipment – two or three years.

Intangible assets:

- Developed software and website – five years.
- Brand trademarks – ten years.

Right-of-use assets:

- Estimated period to end of lease.

QMS assets are depreciated in the month in which the asset is brought into use. A full-month depreciation is recognised in the statement of comprehensive net expenditure. No depreciation is accounted for in the month an asset is disposed of.

1.5 Pension Arrangements

The organisation operates defined contribution schemes for employees. The assets of the defined contribution schemes are held separately from those of the organisation in independently administered funds. The amount charged to the Statement of Comprehensive Net Expenditure represents the contributions payable to the schemes in respect of the accounting year.

1.6 Grants

Grants of a revenue nature are credited to the Statement of Comprehensive Net Expenditure in the year in which they accrue.

Grants for the purchase of property, plant and equipment are treated as deferred income and credited to the Statement of Comprehensive Net Expenditure over the estimated useful life of the relevant assets.

1.7 Leases

Leases where the organisation receives the economic benefit of the lease are classified as right-of-use assets, as defined on the next page. Other leases which are of short duration or of low underlying value

are not recognised in the organisation balance sheet. Payments under these leases are charged to the Statement of Comprehensive Income on a straight-line basis over the period of the lease.

1.8 Foreign Currencies

Transactions in foreign currency are recorded at the rate ruling at the date of the transaction. Monetary assets and liabilities denominated in foreign currencies are retranslated at the rate of exchange ruling at the Statement of Financial Position date.

All differences are taken to the Statement of Comprehensive Net Expenditure.

1.9 General Reserve

The general reserve represents the surplus or deficit on the Statement of Comprehensive Net Expenditure and the adjustments for the initial application of IFRS16.

1.10 Financial Instruments

Financial assets include trade receivables, fixed-term cash deposits and cash balances. Financial liabilities consist of trade payables. These are all carried in the Statement of Financial Position at amortised cost. Their fair value can be assessed by calculating the present value of the cash flows that will take place over the remaining period of the instrument, using the following assumptions:

- No early repayment or impairment is recognised.
- Where an instrument will mature in the next 12 months, the carrying amount is assumed to approximate to fair value.
- The fair value of trade and other receivables is taken to be the invoiced or billed amount.

An impairment review is carried out for all financial assets at the Statement of Financial Position date.

1.10.1 Credit Risk

Credit risk arises from the short-term lending of surplus funds to banks, building societies and other third parties, as well as credit exposures to QMS's customers. QMS has formal treasury management procedures and invests surplus cash with government-supported high street clearing banks. QMS's treasury management policy is reviewed on an annual basis.

QMS now reviews the credit risk associated with financial institutions on a regular basis if market conditions are volatile or other information is made available on the financial security of UK banks and building societies.

1.10.2 Liquidity Risk

QMS does not have any external borrowings.

1.10.3 Market Risk

Changes in market interest rates influence the interest payable on interest receivable on surplus funds invested. QMS does not rely on interest receivable as its key source of income.

1.11 Revenue Recognition

Revenue is recognised and included in income when the following conditions are met.

Statutory Red Meat Levy

Statutory red meat levies consist of two parts: the producer levy and the slaughterer levy. The producer element is collected and held in trust for QMS by slaughterers who pay the levy direct to QMS. Levy is calculated on the number of animals slaughtered and these details are notified to QMS through the completion of regular declarations. Abattoirs inform QMS on a weekly basis of the number of animals which they have slaughtered that were subject to levy. Smaller abattoirs are permitted to submit declarations on a less frequent basis. In all cases, the number of animals slaughtered is broken down by category, i.e. pigs, cattle, sheep, calves. Slaughterers are required to pay the levy due within 30 days of the end the month, for animals slaughtered in that month.

The value of statutory red meat levies recognised in the accounts of QMS is a combination of actual levy invoices raised for animals slaughtered within the period 1 April to 31 March and an estimate for any declarations not yet received for the same period.

Grant Income

Government grant income to QMS is for the delivery of specific programmes of work and is recognised in the Statement of Comprehensive Net Expenditure in the period in which it becomes receivable.

Consumer Assurance Scheme Fees

Consumer Assurance Scheme Fees are based on inspection services provided in the year.

1.12 New Accounting Standards

All new standards issued and amendments made to existing standards are reviewed by the Financial Reporting and Advisory Board (FRAB) for subsequent inclusion in the FReM which is in force for the year in which the changes become applicable.

There were no new accounting standards issued during 2024-25 that we have not applied.

2 Income

	2024-25	2023-24
	£	£
Statutory red meat levy	5,453,316	4,906,978
Consumer assurance scheme fees	1,570,570	1,548,646
Grant income	504,505	338,207
Other income	27,231	22,972
	7,555,622	6,816,803

3 Operating Expenditure

	2024-25	Restated 2023-24
	£	£
Marketing	3,695,656	3,247,183
Business Development	1,153,247	683,733
Communications & External Affairs	624,217	493,632
Corporate Services	330,455	349,491
	5,803,575	4,774,039

A departmental restructure was completed at the end of 2023-24, consequently for comparison purposes, 2023-24 amounts have been restated to align with the new department structure.

4 Staff Employment and Board Costs

	2024-25	2023-24
Costs include the following:	£	£
Staff		
Salaries	1,570,421	1,382,935
National Insurance	171,399	150,204
Pension costs	164,819	152,534
	1,906,639	1,685,673
Board members		
Emoluments for qualifying services	73,153	74,844
National Insurance	6,393	6,562
	79,546	81,406
	1,986,184	1,767,080

The average number of persons employed during the year was 30 (2023/24 – 28).

5 Finance Income and Costs

	2024-25	2023-24
	£	£
Bank interest received	33,602	21,938
Lease interest paid	4,779	2,604

6 Operating Costs

The following have been included in operating costs:

	2024-25	2023-24
	£	£
Depreciation	56,202	41,261
Auditors' remuneration – audit services	16,170	15,860

7 Furniture, Fittings and Equipment

	Computer Equipment	Furniture, Fittings & Equipment	Total
	£	£	£
Cost			
As at 1 April 2023	99,554	48,200	147,754
Additions	15,233	825	16,058
Disposals	(17,446)	0	(17,446)
As at 31 March 2024	97,341	49,025	146,366
As at 1 April 2024	97,342	49,025	146,366
Additions	9,203	0	9,203
Disposals	(20,918)	(48,394)	(69,312)
As at 31 March 2025	85,627	631	86,257
Accumulated depreciation			
As at 1 April 2023	61,046	46,244	107,293
Charge	19,959	1,827	21,786
Disposals	(16,851)	0	(16,851)
As at 31 March 2024	64,154	48,071	112,228
As at 1 April 2024	64,154	48,071	112,227
Charge	21,681	266	21,947
Disposals	(20,918)	(47,705)	(68,623)
As at 31 March 2025	64,917	632	65,551
Net Book Value			
As at 31 March 2025	20,710	0	20,710
As at 31 March 2024	33,188	954	34,141

8 Intangible Assets

	Software	Total
	£	£
Cost		
As at 1 April 2023	22,000	22,000
Additions	0	0
Disposals	0	0
As at 31 March 2024	22,000	22,000
As at 1 April 2024	22,000	22,000
Additions	17,283	17,283
Disposals	0	0
As at 31 March 2025	39,283	39,283
Accumulated amortisation		
As at 1 April 2023	4,400	4,400
Charge	4,400	4,400
Disposals	0	0
As at 31 March 2024	8,800	8,800
As at 1 April 2024	8,800	8,800
Charge	5,551	5,551
Disposals	0	0
As at 31 March 2025	14,351	14,351
Net Book Value		
As at 31 March 2025	24,932	24,932
As at 31 March 2024	13,200	13,200

9 Right-of-use Assets

	2024-25	Total
	£	£
Cost		
As at 1 April 2023	75,373	75,373
Additions	0	0
Disposals	0	0
At 31 March 2024	75,373	75,373
As at 1 April 2024	75,373	75,373
Additions	167,884	167,884
Disposals	(75,373)	(75,373)
At 31 March 2025	167,884	167,884
Accumulated depreciation		
As at 1 April 2023	31,406	31,406
Charge	15,075	15,075
Disposals	0	0
At 31 March 2024	46,481	46,481
As at 1 April 2024	46,481	46,481
Charge	28,704	28,704
Disposals	(56,530)	(56,530)
As at 31 March 2025	18,655	18,655
Net Book Value		
As at 31 March 2025	149,229	149,228
As at 31 March 2024	28,892	28,892

Right-of-use assets represent the right to direct the use of an underlying asset arising as a result of a lease. QMS does not own the underlying asset, but recognises the value of the right-of-use assets in accordance with IFRS 16.

QMS has applied the cost model in accounting for its right-of-use assets, in accordance with IFRS 16.

QMS moved office during the year from The Rural Centre, Ingliston, to serviced office space at South Gyle, Edinburgh. The three-year lease commenced on 23 December 2024 and QMS took up occupancy immediately.

Lease Liabilities	£
As at 1 April 2023	48,805
Lease liability interest	2,604
Lease liability payments	(18,348)
Carrying amount as at 31 March 2024	33,061
As at 1 April 2024	33,061
Additions	162,328
Disposals	(20,478)
Lease liability interest	4,779
Lease liability payments	(28,376)
Carrying amount as at 31 March 2025	151,314

	2025	2024
Lease Liabilities	£	£
Less than one year	50,233	16,756
More than one year	101,081	16,305
	151,314	33,061

Should the duration of the lease be shorter by one year, the right-of-use asset value would reduce by £49,070 and the associated liability reduced by £52,813. Should the duration of the lease be longer by one year, the right-of-use asset value would increase by £51,490 and the associated liability increase by £50,815.

10 Trade Receivables and Other Current Assets

	2025	2024
	£	£
Trade receivables	341,185	446,852
Accrued levy	536,440	454,356
VAT recoverable	545,178	63,847
Prepayments and other accrued income	284,963	270,457
	1,707,766	1,235,512

11 Deposits and Advances

	2025	2024
	£	£
Short-term deposits of up to 12 months invested in deposit accounts with UK clearing bank	420,772	405,644

12 Cash and Cash Equivalents

	2025	2024
	£	£
Balance at 1 April	889,422	551,593
Net change in cash and cash equivalent balances	(660,172)	337,829
Balance at 31 March	229,250	889,422
The following balances at 31 March were held at:		
Commercial banks and cash in hand	229,250	889,422

13 Trade Payables and Other Liabilities

	2025	2024
	£	£
Trade payables	488,612	288,296
Accruals and deferred income	215,489	341,371
Tax and social security	48,614	44,661
Statutory levy processor deposits	180,248	172,229
	932,963	846,557
Falling due within one year	752,716	674,328
Falling due after one year	180,248	172,229
	932,963	846,557

14 Provisions

	Total
	£
Provision for dilapidations on right of use asset	
As at 1/4/24	0
Provided in year	3,364
IFRS discounting to present value	(662)
As at 31 March 2025	2,702

On 23 December 2024, QMS entered into a three-year lease for serviced office space at South Gyle, Edinburgh. The lease ends on 31 December 2027 and, if not renewed, contains provision for fees to be charged by the landlord to return the office space to its original condition.

15 Contingent Liabilities

A contingent liability exists in relation to an ongoing historical Quality Assurance dispute. It is not practicable to disclose further specific information,

including any potential financial impact as disclosure of such details could prejudice the outcome of any future claims.

16 Related Party Transactions

QMS is a Non-Departmental Public Body sponsored by the Scottish Government. The Scottish Government is regarded as a related party.

Andy McGowan is Director of the Scottish Agricultural Organisation Society Limited (SAOS) who are considered to be a related party of QMS. QMS incurred expenditure of £24k with SAOS in 2024/25 (2023/24 £0k) and no balance was due at 31 March 2025.

Andy McGowan is also a Director of Scot EID who are considered to be a related party of QMS. QMS incurred expenditure of £29k with Scot EID in 2024/25 (2023/24 £31k) and £35k was due at 31 March 2025.

Andy McGowan is also a Director of Wholesome Pigs (Scotland) Ltd, who are considered to be a related party of QMS. QMS incurred expenditure of £59k with Director of Wholesome Pigs (Scotland) Ltd in 2024/25 (2023/24 £52k) and £14k was due at 31 March 2025.

Andy McGowan is also a Director of Scotland Food & Drink, who are considered to be a related party of QMS. QMS incurred expenditure of £38k with Scotland Food and Drink in 2024/25 (2023/24 £11k) and no balance was due at 31 March 2025.

Ian Bentley is Vice President of the Scottish Association of Meat Wholesalers (SAMW) who are considered to be a related party of QMS. QMS incurred expenditure of £6k with SAMW in 2024/25 (2023/24 £6k) and £0.3k was due to 31 March 2025.

Carrie Ruxton is the owner of Nutrition Communications, who are considered to be a related party of QMS. QMS incurred expenditure of £2k in 2024/25 (2023/24 £0) and no balance was due at 31 March 2025.

Niall Jeffrey is the owner of Bielgrange Ltd, who are considered to be a related party of QMS. QMS incurred expenditure of £3k in 2024/25 (2023/24 £0) and £3k was due at 31 March 2025.

A number of QMS Board members held senior positions or directorships of red meat processing companies that paid statutory red meat levy to QMS during the year.

Levies were paid by a number of QMS Board members, but these were on an arm's-length basis and the amounts are not considered material.

There are no company directorships or other significant interests that QMS considers may conflict with management responsibilities.

17 Pension Schemes

The organisation participates in defined contribution pension schemes, the assets of which are held separately from those of the organisation in independently administered funds. The pension

cost charge represents contributions payable by the organisation to the schemes and amounted to £164,819 (2023/24: £152,534). The contributions outstanding at the year end amounted to £1,038 (2023/24: £24,934).

18 Segmental Reporting

For the year ended 31 March 2025

	2024-25	Restated 2023-24
	Total £	Total £
Income		
Statutory red meat levy	(5,453,316)	(4,906,978)
Consumer assurance scheme fees	(1,570,570)	(1,548,646)
Grant income	(504,505)	(338,207)
Miscellaneous income	(27,231)	(22,972)
Bank interest	(33,602)	(21,938)
	(7,589,224)	(6,838,741)
Direct expenditure		
Marketing	4,155,576	3,748,308
Business Development	1,783,736	1,278,982
Communications & External Affairs	1,060,485	727,165
Corporate Services	850,943	830,530
	7,850,740	6,584,985
(Surplus)/deficit on ordinary activities	261,516	(253,756)

A departmental restructure was completed at the end of 2023-24, consequently for comparison purposes, 2023-24 amounts have been restated to align with the new department structure.

Accounts Direction



QUALITY MEAT SCOTLAND

DIRECTION BY THE SCOTTISH MINISTERS

1. The Scottish Ministers, in pursuance of section 12(5) of The Quality Meat Scotland Order 2008, hereby give the following direction.
2. The statement of accounts for the financial year ended 31 March 2009, and subsequent years, shall comply with the accounting principles and disclosure requirements of the edition of the Government Financial Reporting Manual (FReM) which is in force for the year for which the statement of accounts are prepared.
3. The accounts shall be prepared so as to give a true and fair view of the income and expenditure and cash flows for the financial year, and of the state of affairs as at the end of the financial year.
4. In respect of section 12(4)b a copy of the statement of accounts should be sent to Scottish Ministers and the Auditor General for Scotland by *31 July* following the financial year ended 31 March. The accounts will be subject to audit by auditors appointed by the Auditor General for Scotland. The Annual Report and audited statement of accounts should be laid before the Scottish Parliament by *30 September* following the financial year ended 31 March.
5. This direction shall be reproduced as an appendix to the statement of accounts.

(David Thomson, Deputy Director, Rural Directorate Food and Drink Industry Division)

Signed by the authority of the Scottish Ministers

Dated: 30 June 2009



Quality Meat Scotland

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