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**Cover Photo:** Plains-wanderer  
(*Pedionomus torquatus*) © Zoos Victoria

**Photo:** Regent Honeyeater  
(*Anthochaera phrygia*) © Taronga Conservation Society



**WAZA**  
World Association  
of Zoos and Aquariums

# About WAZA

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Since 1935, the goal of the World Association of Zoos and Aquariums (WAZA) has been to guide, encourage, and support the zoos, aquariums, and like-minded organisations of the world in animal care and welfare, environmental education, and global conservation. WAZA is the global alliance of regional associations, national federations, aquariums, and zoos, dedicated to the care and conservation of animals and their habitats around the world.

WAZA promotes cooperation between leading zoos, aquariums, national, and regional zoo and aquariums associations, in conjunction with leading wildlife experts, and conservation and animal welfare organisations. WAZA provides support for species-conservation management and husbandry of animals in human care, while encouraging the highest standards in member institutions.

## Vision\*

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WAZA's vision is a world where aquariums and zoos maximise their conservation impact. Aquariums and zoos are at the forefront of conservation efforts and comprise the largest global conservation network.

## Mission

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WAZA is the voice of a global community of high standard, conservation-based zoos and aquariums, and a catalyst for their joint conservation action.

\*In April 2023, at an Extraordinary AGM, WAZA members approved the new vision for WAZA: To be a Globally Recognised and Trusted Leader Advancing Conservation and Animal Welfare

**Photo:** Campbell's alligator lizard  
(*Abronia campbelli*) © Oklahoma City Zoo  
and Botanical Garden









# President's Letter

Dear Members,

I would like to begin my last Annual Report as President of WAZA by acknowledging my appreciation of the trust that has been placed in me by you to lead this organisation. My two years as President have been immensely insightful especially as we have spent a considerable amount of time discussing, formalising and envisioning a new future for WAZA and its role in the global zoo and aquarium community.

2022 was an eventful year for WAZA as it was spent working with EcoLeaders, challenging ourselves to think more deeply and critically about WAZA's past and how we foresee the future of WAZA. Many of you participated in this process through focus group discussions as well as the membership survey. The Council and the Executive Office spent weeks discussing and fine tuning all your feedback and it was tremendously heartening to see the vision that the membership has and the faith that we have in this organisation to be truly impactful.

The Annual Conference was also a key highlight for our community in 2022 as it was the first in-person Conference since the pandemic. It was exciting to be a part of the invigorating and insightful discussions which brought together diverse opinions from all over the world, further highlighting our global membership. I am certain that we will continue some of these valuable discussions during the 78<sup>th</sup> Annual Conference in San Diego.

I would like to thank all of our members for their continued support. I am excited at the thought of what the future holds for our community, especially as WAZA implements and takes forward the new vision under the direction of the new Council in 2023.

Yours sincerely,



**Dr Clément Lanthier**

*President*



# CEO's Letter

Dear reader,

Welcome to the 2022 WAZA Annual Report. This report captures the hard work that together with our council, committees, members, and very importantly with our office, we have achieved.

The year was marked by returning to some priorities and ways of interacting that we paused during the pandemic.

Earlier in the year, we initiated our in-person strategic planning process to redefine a vision and key priorities for WAZA. The conversation started with our WAZA council and office and was later expanded to our committees, members representing different regions as well as diverse membership categories, partners, and even former and potential members. To the best of our capacity, we provided in-person and virtual opportunities to gain feedback from our community through surveys, focus groups and an in-person plenary session was held at the 78<sup>th</sup> WAZA Annual Conference. You will be able to learn more about this process in the respective section of this report. I trust that as a result of this collaborative process, our Association is now on its path to better fulfilling the unique role that the only global association of Zoos and Aquariums can have in globally convening, advocating, and raising excellency for our profession.

In 2022, 16 new members (mostly from Europe and North America) joined WAZA bringing our total membership to 344 compared to the 337 total of the previous year (data excludes life and honorary members as these categories are recognitions instead of recruitments). While modest, this is a steady increase since the pandemic. Through both efforts to welcome more members to WAZA and our strategic planning process, we see the need to explore a more equitable and accessible membership fee structure considering that progressive zoos and aquariums have different budgets and operate in diverse regions of the world. More conversations on this will follow.

It was also a remarkable year for WAZA's partnership with IUCN SSC and others in Reverse the Red as the number of WAZA members that became Centers for Species Survival increased from 9 to 11. These centres are scaling-up the impact that zoological institutions can have on the conservation of species by supporting the IUCN SSC Assess-Plan-Act approach.

The highlight of the year was the 77<sup>th</sup> WAZA Annual Conference, the first in-person meeting after two years of virtual gatherings. We especially thank Loro Parque for being such a fantastic host. Our conference is the testimony of ongoing work at WAZA, as such, we share with members our plans for a new WAZA strategy, an updated code of ethics, and the first steps towards a more global membership fee model. At the conference we also launched PalmOil Scan – an app available in several



countries to better inform palm oil sustainability of different products. All WAZA members have access to the recordings of this as well as recent WAZA conferences on the website members' area.

I would also like to mention the progress made towards the 2023 WAZA Animal Welfare Goal. This goal is a progression of the 2015 WAZA Caring for Wildlife: The World Zoo and Aquarium Animal Welfare Strategy. The achievement of the goal will allow us to reach a common ground in the animal welfare scientific discipline across progressive zoos and aquariums on a global scale.

In 2022, we completed two pilots to test our review process to evaluate the consistency of the programmes that our association members use to evaluate Animal Welfare. By January 2022, the tool was available to start the first reviews.

Finally, the year ended with two major global events. First, the CITES CoP19 in Panamá – the CoP with the largest zoos and aquariums delegation as we increased our contribution to this convention. Secondly, the CBD CoP15 in Montréal where the Kunming-Montreal Global Biodiversity Framework (GBF), also known as the Post-2020 Global Biodiversity Framework was signed. Both meetings, and particularly the new framework, have defined new priorities for our community.

Thank you to our office, council, committees, members, and partners for making 2022 a very productive year for our WAZA community.

Best wishes,

A handwritten signature in black ink, appearing to read 'M Zordan'.

**Dr Martín Zordan**  
*WAZA Chief Executive Officer*





**President: Clément Lanthier DVM MBA**  
Calgary Zoo | Canada

**Vice President: Karen Fifield, MNZM**  
Wellington Zoo, New Zealand

**Immediate Past President\*: Theo B. Pagel**  
Cologne Zoo | Germany

**Region I: Canada and the United States of America**

- Bob Chastain**  
Cheyenne Mountain Zoo | United States
- Alejandro Grajal**  
Woodland Park Zoo | United States
- Bert Vescolani**  
Denver Zoological Foundation | United States

**Region II: Europe and the Middle East**

- André Stadler**  
Alpenzoo Innsbruck | Austria
- Sanna Hellström**  
Helsinki Zoo | Finland
- Thomas Kauffels**  
Opel-Zoo | Germany

**Region III: Mexico, Central America and the Caribbean, South America, Africa, Asia (excluding the Middle East), and Oceania (Australia, New Zealand, Papua New Guinea, and the Pacific Islands)**

- Darío Lareu**  
Fundación TEMAikèn | Argentina
- Judy Mann-Lang**  
South African Association of Marine Biological Research (SAAMBR)  
| South Africa
- Eric Tsao**  
Taipei Zoo | Taiwan

**Association Seats**

- Nicola Craddock**  
Zoo and Aquarium Association Australasia (ZAA) | Australia
- Myfanwy Griffith**  
European Association of Zoos and Aquaria (EAZA) | The Netherlands
- Craig Hoover**  
Association of Zoos and Aquariums (AZA) | United States
- Alexandra Guerra**  
Latin American Zoo and Aquarium Association (ALPZA) | Chile

**Observer Seats\***

- Kira Mileham**  
IUCN Species Survival Commission (SSC) | United States
- David Field**  
Royal Zoological Society of Scotland Edinburgh Zoo | United Kingdom
- Alistair Dove**  
Georgia Aquarium | United States

*\* Based on the bylaws approved in 2019, these positions are non-voting seats*



# WAZA Standing Committees

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## Committee for Population Management

**Chair: David Field** (Royal Zoological Society Scotland Edinburgh Zoo)

## Ethics and Animal Welfare

**Chair: Alejandro Grajal** (Woodland Park Zoo)

## Finance

**Chair: Thomas Kauffels** (Opel-Zoo)

## Membership

**Chair: Nicola Craddock** (Zoo and Aquarium Association Australasia (ZAA))

## Nominating

**Chair: Theo B. Pagel** (Cologne Zoo)

# WAZA Non-Standing Committees

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## Associations

**Chair: Myfanwy Griffith** (European Association of Zoos & Aquaria (EAZA))

## Aquariums

**Chair: Alistair Dove** (Georgia Aquarium)

## Conservation and Environmental Sustainability

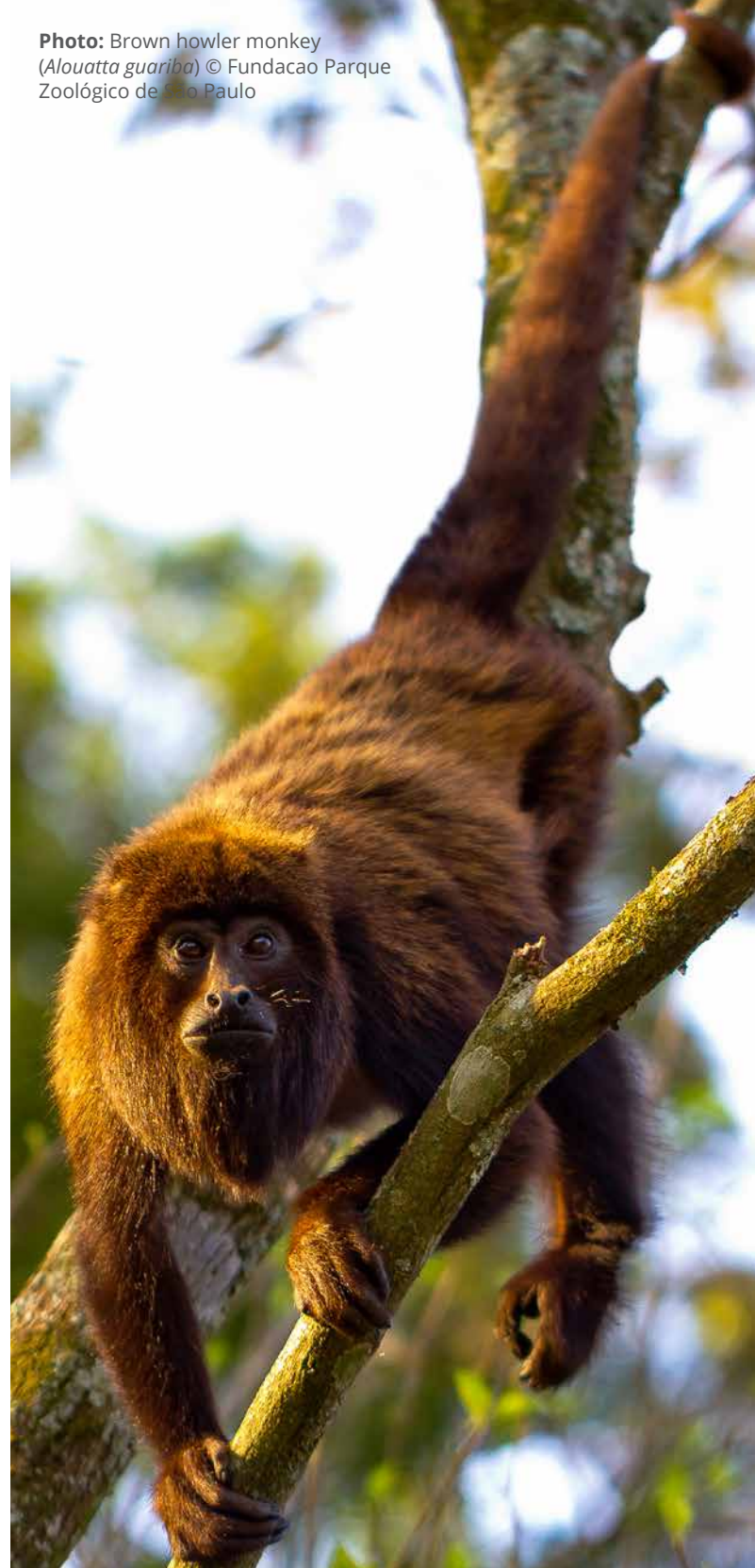
**Chair: Judy Mann-Lang** (SAAMBR)

- **Palm Oil Subcommittee**
- **Co-Chairs: Tracey Gazibara and Bob Chastain**
- (Cheyenne Mountain Zoo)

## WAZA Reverse the Red Committee

**Chair: Theo B. Pagel** (Cologne Zoo)

**Photo:** Brown howler monkey  
(*Alouatta guariba*) © Fundacao Parque  
Zoológico de São Paulo



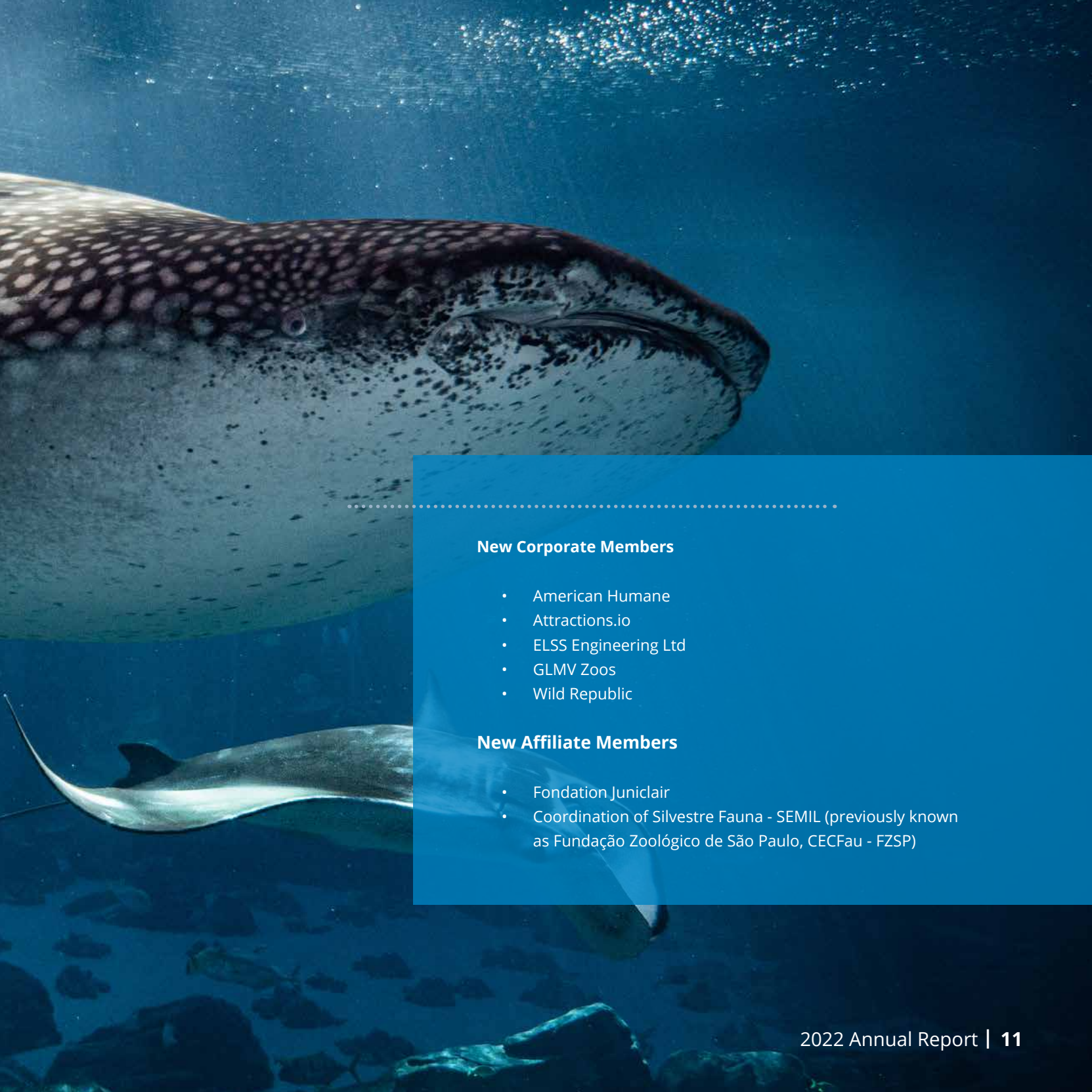
# WAZA Welcomes New Members

WAZA is pleased to welcome a total of 16 new members in 2022

## New Institutional Members

- Cleveland Metroparks Zoo
- Guadeloupe Zoo
- Hamilton Zoo
- Jacksonville Zoo and Gardens
- Ripley's Aquarium of Canada
- Ripley's Aquarium of Myrtle Beach
- Ripley's Aquarium of the Smokies
- Walter Zoo, Gossau
- Zoo Sauvage de St-Félicien





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#### **New Corporate Members**

- American Humane
- Attractions.io
- ELSS Engineering Ltd
- GLMV Zoos
- Wild Republic

#### **New Affiliate Members**

- Fondation Junclair
- Coordination of Silvestre Fauna - SEMIL (previously known as Fundação Zoológico de São Paulo, CECFau - FZSP)

# WAZA Strategic Planning: Towards a New Vision for WAZA

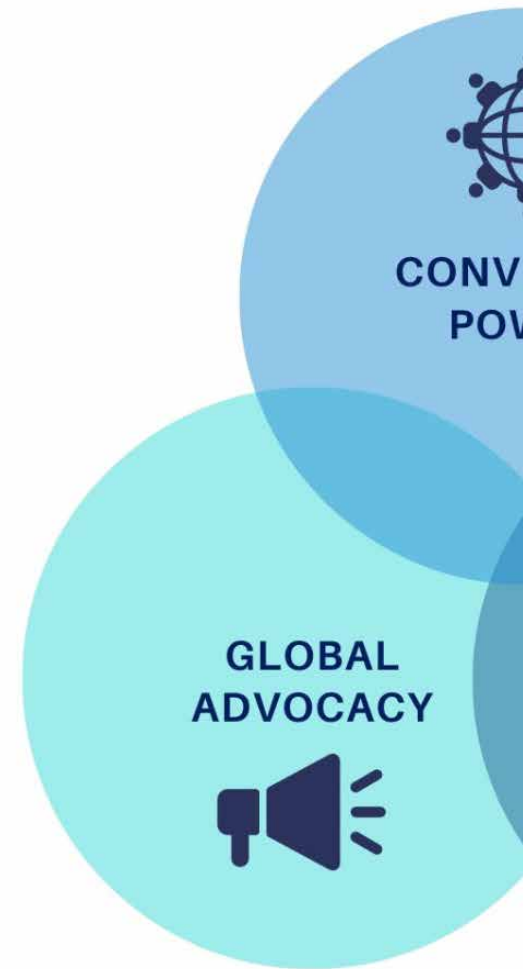
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In 2022, the WAZA Council and Executive Office, with support and guidance from Ecoleaders, embarked on a journey toward a new strategy for WAZA. Over the course of the year, the WAZA Council and Executive Office met several times, both virtually and in-person to develop the strategic plan. Meetings took place at ZooParc de Beauval (France) in April 2022, at the Denver Zoo (US) in July 2022 and finally at Loro Parque (Spain) in October 2022. To ground the strategy discussions in an understanding of stakeholder perspectives, data was gathered by the Executive Office, on beliefs, values and aspirations for WAZA through the annual member survey. A process of consultation with various focus groups including non-members, former members, association members, and institutional members further informed the conversations.

As we began to gain perspective on the enduring parts of WAZA – who we are, what we stand for, and the impact we would want to have on the world – we invited members of the WAZA Committees and Subcommittees to share their feedback on our initial progress.

WAZA's vision is our aspiration for who we want to become and what we want to achieve together; it's our chosen future. A great vision should stretch us and inspire us to achieve more than we thought possible. It should be transformational, for ourselves and our shared purpose.

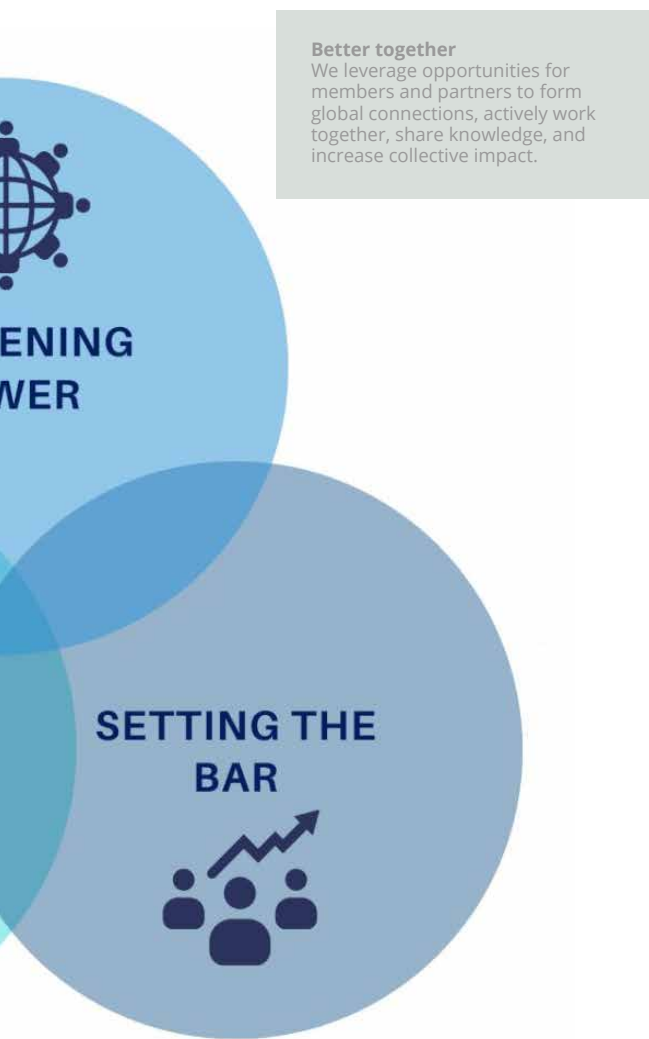
Building on WAZA's niche, additional feedback on the conceptual framework and vision was welcomed before the WAZA Executive Office began the process of working on the new operational plan for WAZA. On 13 April 2023, during a WAZA Extraordinary General Assembly, 68 WAZA voting members unanimously approved the following vision and four strategic priorities:



#### Using our voice

We are an international voice for animals and people thriving together, and we advocate for our members at a global level.





**Inspiring excellence** We enable all members to achieve high standards for conservation, animal welfare, sustainability, and social change.

## VISION

**To be a Globally Recognised and Trusted Leader  
Advancing Conservation and Animal Welfare**

## FOUR STRATEGIC PRIORITIES

- 1 Transformative leadership** – Lead the way in constantly redefining excellence in zoos and aquariums.  
*This ensures we are proactively addressing the emerging global opportunities and challenges and contributing effectively and impactfully to animal welfare and conservation.*
- 2 Species impact** – Promote and facilitate global cooperation for species conservation and sustainability.  
*This harnesses the collective power of our global network to advance the shared mission of our member institutions.*
- 3 Global members** – Retain and grow our members to have true global representation, engagement, participation and voice.  
*This increases our resources, capacity, and impact potential.*
- 4 Reputation** – Build a reputation as an indispensable voice in forums where global conservation and welfare policy is set.  
*This increases our influence over policy outcomes and opens up new funding and partnership opportunities for our members.*

Over the course of 2023, the Executive Office will work towards developing and implementing the operational plan to breathe life into WAZA's new vision and work with our members to ensure that we achieve the mandate entrusted to us by the global zoo and aquarium community.

# 77<sup>th</sup> WAZA Annual Conference

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The 77<sup>th</sup> WAZA Annual Conference was held from 23-27 October 2022 in Tenerife, Spain. Hosted by Loro Parque, after two years of virtual conferences, the attendees met to discuss seminal issues for the zoo and aquarium community. We welcomed 186 members, and 32 non-members, representing 41 regions and countries from all over the world, highlighting WAZA's global membership and reach.

Over the course of the conference, there were several insightful presentations on diverse topics. The key work on environmental sustainability being undertaken in zoos and aquariums was highlighted with the launch of the WAZA Carbon Guide on Reducing, Measuring, and Offsetting Carbon in zoos and aquariums by Karen Fifield and Elaine Bensted (see more on page 17). This guide assists members in measuring and reducing their greenhouse gas emissions and outlines various steps which zoos and aquariums can take across their operations.

The WAZA PalmOil Scan app was also introduced to the attendees (see more on page 16). This mobile app allows users to scan a product's barcode and learn if the company that makes the product is committed to sourcing Certified Sustainable Palm Oil (CSPO). Diversity and inclusion in zoos and aquariums was also discussed with organisations sharing their key initiatives in promoting diversity and being more inclusive.

At the conference, attendees also heard from several Reverse the Red panels as part of the Reverse the Red in Evolution session. Reverse the Red Executive Committee members and guest panellists from a variety of zoos and aquariums discussed the Plus One approach, the growing Centres for Species Survival and National Networks, and gave examples of empowering communities and amplifying success. A session on the importance of population management was moderated by David Field, Chair of the WAZA Committee for Population Management. The session built bridges between population management and the importance for zoo and aquarium directors to support it at an institutional and regional level.

The progress made on a new code of ethics for WAZA and the proposed 2024 WAZA membership fee model were also presented during the conference. In addition to this, the progress made on the 2023 Animal Welfare Goal was presented and was followed by a panel, where the potential of the goal and the potential meaning of it beyond the zoo and aquarium community were discussed.

We would like to thank everyone who contributed to the success of the conference – the host, Loro Parque and all attendees, and we look forward to the 78<sup>th</sup> WAZA Annual Conference in San Diego.







## Update on the WAZA 2023 Animal Welfare Goal

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In 2022, WAZA continued to make progress towards the WAZA 2023 Animal Welfare Goal.

After the roll out of the WAZA Assessment Tool, the document that will support national and regional associations to assess compliance with WAZA's 2023 Animal Welfare Goal. Associations began the self-assessment of their animal welfare evaluation processes against the requirements set out by WAZA. Pilot reviews commenced in late 2021 and continued in 2022, with the addition of two more associations to the trial stage. These preliminary reviews have helped to enhance the robustness of the WAZA Assessment Tool and improve the process towards meeting the WAZA 2023 Animal Welfare Goal.

For more information go to:

<http://www.waza.org/priorities/animal-welfare/2023-animal-welfare-goal/>



# Launch of PalmOil Scan

WAZA, through the WAZA Palm Oil Subcommittee and its members at Chester Zoo representing the United Kingdom, Auckland Zoo representing Australia and New Zealand, and Cheyenne Mountain Zoo representing the United States and Canada, has developed 'PalmOil Scan', a mobile app that explains why zoos and aquariums care about palm oil and empowers consumers to scan a product's barcode to learn if the company that makes that product is committed to sourcing certified sustainable palm oil (CSPO).

The app is available in the UK, US and Canada, and the palm oil subcommittee is working towards its expansion to other regions.





## Launch of WAZA Guide on Reducing, Measuring, and Offsetting Carbon at your Zoo or Aquarium

Written by a group of sustainability leaders at WAZA member zoos and aquariums, this guide has been developed to assist WAZA members in measuring and reducing their greenhouse gas emissions and outlines various steps which zoos and aquariums can take across their operations.

Zoos and aquariums around the world are visited by more than 700 million people annually. We are perfectly positioned to influence our visitors to make positive behaviour changes in their daily lives. However, the credibility of our messages and even the legitimacy of our existence is at stake if we do not reduce our own emissions.



## New WAZA Executive Office Staff

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**Ms Tania Kahlon** joined WAZA as the Communications Coordinator in May 2022. Tania brings with her extensive communications and policy experience, having worked with political consultancies and sustainability think tanks in India.



**Ms Emma Burke** joined WAZA as the Administrative Assistant in June 2022 after moving to Barcelona from Ireland. Emma has a strong background in hospitality where she has worked many roles from waitress, receptionist, HR administration, to Corporate Coordinator.





# WAZA at International Forums

## IAC

The WAZA Executive Office attended the International Aquarium Congress (IAC) which was hosted in Boulogne-sur-Mer, France, from 30 October to 4 November 2022. This conference was attended by over 250 aquarium professionals to network and share their knowledge. The key areas of focus were animal care, conservation, reproduction, education, raising awareness and mobilisation, production of cultural and scientific content, examples of positive collaborations with aquariums, and the role of aquariums in society.

## CITES

Between 14-25 November 2022, the Nineteenth Conference of the Parties of the Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES) took place in Panama City, Panama.

Among the registered delegations that provided expertise through working groups leading to this CoP were: the Association of Zoos and Aquariums (AZA), the European Association of Zoos and Aquaria (EAZA), the Zoo and Aquarium Association Australasia (ZAA), San Diego Zoo Wildlife Alliance, Species360, Taronga Wildlife Society, Zoological Society of London (WAZA member, London Zoo) and Wildlife Conservation Society (with Bronx Zoo as WAZA member).

The different WAZA members presented their views and perspectives about a range of matters discussed through interventions during plenary sessions, side-events, contribution to working groups discussion, and providing feedback in stakeholders meetings.

WAZA is proud to have represented its members at this CoP19 in Panama, to support and facilitate the side events while also ensuring that the global zoo and aquarium community had a greater presence at this Conference. Zoos and aquariums and their role in conservation and animal welfare cannot be understated and so we look forward to WAZA playing a greater role in advocating for these causes at international forums going forward, by working more closely with the CITES Secretariat and through the intersessional working group.

## Associations meetings

Throughout the year, WAZA was able to present and/or attend several online conferences of our Associations members including those of ALPZA, AIZA, AZA, AZAB, EAZA, JAZA, SEAZA, ZAA, among others.

## WAZA and IATA Sign MoU

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WAZA signed an MoU with the International Air Transport Association (IATA). The two organisations will jointly strengthen their collaboration to continue to enhance the high standards of transportation for live animals.

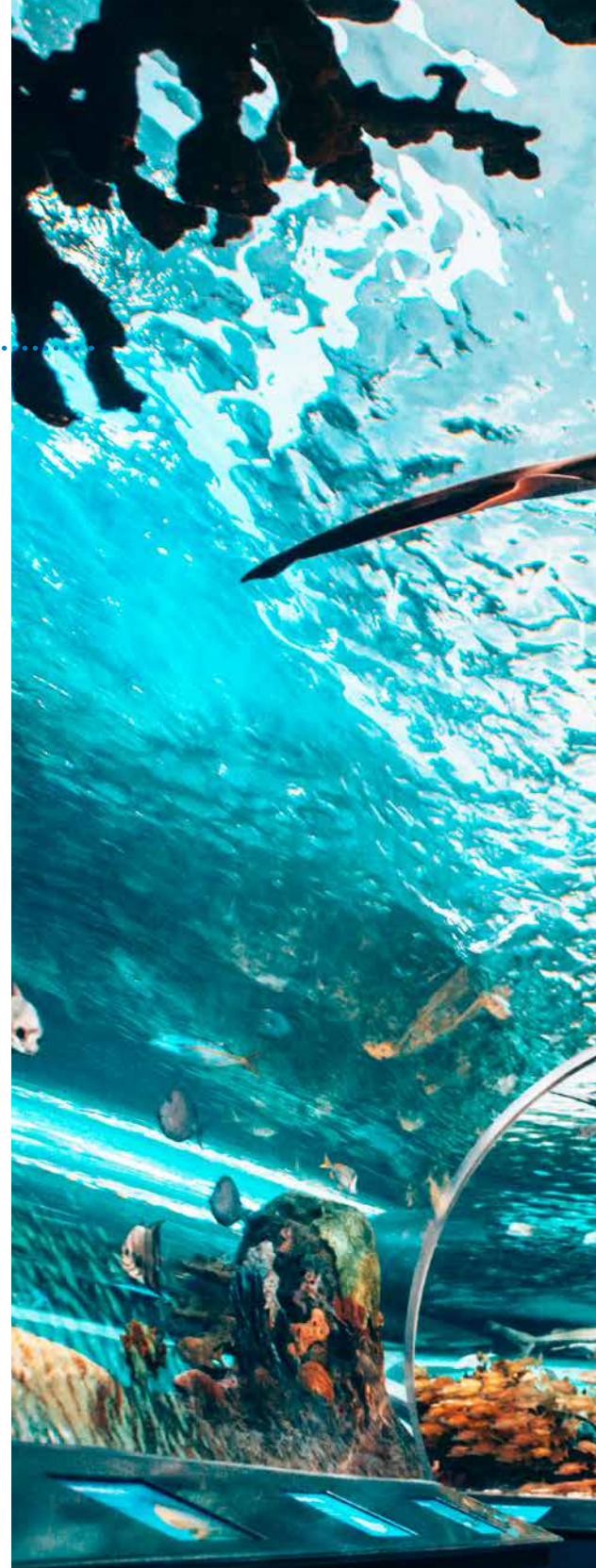
WAZA is pleased to take this step forward with IATA to work together to promote the implementation of IATA's standards and strengthen the implementation of its Live Animal Regulations (LAR).

With a focus on animal health and welfare, this cooperation will identify ways to collaborate effectively to improve the conditions for legal and safe transportation of live animals.

WAZA and IATA look forward to collaborating to utilise the expertise within WAZA's network to benefit the conservation and sustainable management of species of wild fauna and flora, while also recommending mutually relevant standards, guidelines, and recommendations.

## WAZA and MDPI Sign MoU

WAZA also entered into a partnership with the Multidisciplinary Digital Publishing Institute (MDPI), which owns open access journals *Animals*, *Conservation*, and *Journal of Zoological and Botanical Gardens* (JZBG). The partnership aims to foster increased publishing of open access scientific research by the global zoo and aquarium community.







# Reverse the Red

The Reverse the Red movement continued to grow in 2022 with support from the Reverse the Red co-chairs WAZA and IUCN Species Survival Commission, along with additional executive committee members. An advisory board was also established over the course of the year. In addition to this, the Reverse the Red Executive Committee hired a Conservation Officer and Communications Officer to support the activities and strategy of the mission and vision.

Efforts across Reverse the Red's four pillars provided tools and established partnerships to catalyse conservation impact. Under Mobilising National Networks, the addition of several IUCN SSC Centres for Species Survival and National Species Specialist Groups brought new stakeholders and expertise into the network. A five-part webinar series on National Red Listing was well-attended and aimed to support stakeholders working at a national level to Measure Impact. The Reverse the Red Executive Committee hosted three sessions as part of the Science Summit at the UN General Assembly and a Rio Conventions Pavilion Session at the Convention on Biological Diversity's COP15, contributing to Empowering Communities work. Three panels were also held at the WAZA Annual Conference, where speakers showcased the various ways partners and stakeholders have been incorporating Reverse the Red in the work of their organisations.









# Chair of the Finance Committee's Letter

It is my pleasure to provide my last written annual report as Chair of the WAZA Finance Committee. I am glad to report that while in 2022 many members still had to face the financial consequences of the pandemic, in general, our community is in a better situation.

I would like to thank all of our members for their continuing support of WAZA, with very minor exceptions all membership fees were paid in 2022. This ongoing support has resulted in WAZA being for the second year in a row in a healthy cash situation with a surplus for the financial year 2022. This was due to higher member recruitment and retention than expected and an opportunity to provide additional services.

The main grants we donated were:

- EAZA Ukraine Emergency Appeal: EUR 10,000.
- Species Survival Commission (SSC) of the International Union for Conservation of Nature (IUCN): CHF 15,000.
- Travel grants to support speakers at the WAZA session during the EAZA's Animal Welfare Forum: EUR 3,500.
- Grants for attendance of the 4<sup>th</sup> Joint Taxon Advisory Group Chairs meeting: EUR 11,500.
- Funding for members to join the 77<sup>th</sup> WAZA Annual Conference in Tenerife: EUR 10,000.

As I shared in last year's report, in late 2021 we applied for WAZA to be granted non-profit status in Spain. However, by the end of 2022 a final decision by Spanish authorities is still pending. One of the unusual expenses we had in 2022 was the services of Ecoleaders, who facilitated our strategic planning process.



As we seek to further collaborate and influence conservation outcomes, in 2022 we continued investing in representation at the Convention

on International Trade in Endangered Species of Wild Fauna and Flora (CITES) and with the Convention on Biological Diversity (CBD). We also continued our representation at The International Air Transport Association (IATA).

The final financial result of 2022 was approved by WAZA Council and as requested in our bylaws, audited by a third party.

It has been my pleasure to serve on the WAZA Council for the past six years. I would like to thank all of those who have made it possible for our Association to have a healthy reserve and funds to aim for new strategic goals.

Thanks again to all members for supporting WAZA,

A handwritten signature in black ink, reading 'Thomas Kauffels'.

**Dr Thomas Kauffels**

*Chair of the WAZA Finance Committee*

# Balance Sheet

Data in Euros

	Actual 2021	Actual 2022
<b>A) NON-CURRENT ASSETS</b>	<b>8,410</b>	<b>511,522</b>
Tangible assets	2,610	5,593
Long-term financial investments	5,800	505,929
<b>B) CURRENT ASSETS</b>	<b>942,076</b>	<b>586,620</b>
Trade and other accounts receivables	391	15,276
Users and trade receivables	0	14,885
Other accounts receivable with Public Administration	391	391
Short-term financial investments	347	621
Cash and cash equivalents	941,338	570,723
<b>TOTAL ASSETS (A + B)</b>	<b>950,486</b>	<b>1,098,142</b>
<b>A) NET WORTH</b>	<b>898,154</b>	<b>994,558</b>
Equity	634,643	731,047
Surplus from previous years	357,964	634,643
Surplus of the year	276,679	96,404
Subsidies, grants and legacies received	263,511	263,511
<b>B) NON-CURRENT LIABILITIES</b>	<b>0</b>	<b>0</b>
<b>C) CURRENT LIABILITIES</b>	<b>52,332</b>	<b>103,584</b>
Short-term provisions	18,000	44,585
Short-term liabilities	208	1,294
Trade accounts payable and other payable	34,024	52,712
Trade accounts Payable	7,233	2,623
Employees (Salaries pending payment)	0	18,786
Current tax liabilities and Other debts with Public Admin	26,791	31,302
Short-term deferred income	100	4,993
<b>TOTAL NET WORTH AND LIABILITIES (A+B+C)</b>	<b>950,486</b>	<b>1,098,142</b>



# Profit and Loss Account

Data in Euros

	Actual 2021	Actual 2022	2021 vs, 2022	%
<b>INCOME</b>				
Membership Fees	809,145	853,643	44,498	5,50%
Sponsorship & donations	15,586	2,802	-12,784	-82,02%
Sales & Services	26,565	17,282	-9,283	-34,94%
<b>Total</b>	<b>851,296</b>	<b>873,271</b>	<b>21,975</b>	<b>2,58%</b>
<b>EXPENDITURE</b>				
Salaries	362,962	403,412	40,450	11,14%
Benefits	9,908	14,907	4,999	50,45%
Consultants & staff training	5,998	36,919	30,920	515,42%
Travel	4,518	63,459	58,941	1304,58%
Waza Grants	23,523	51,656	28,133	119,60%
Office Rent	23,555	35,575	12,020	51,03%
Marketing	27,013	21,383	-5,630	-20,84%
Legal & Accounting	55,635	54,246	-1,389	-2,50%
Office expenses	11,367	22,620	11,254	99,01%
Bank Charges	337	3,284	2,947	874,48%
VAT non deductible / taxes	24,972	34,430	9,458	37,87%
Debtors	9,441	5,000	-4,441	-47,04%
Events	15,388	7,887	-7,501	-48,75%
<b>Total</b>	<b>574,617</b>	<b>754,778</b>	<b>180,162</b>	<b>31,35%</b>
<b>BALANCE</b>	<b>276,679</b>	<b>118,493</b>	<b>-158,186</b>	<b>-57,17%</b>

# WAZA Committee Reports

## WAZA Standing Committees

### Ethics and Animal Welfare

- The WAZA Ethics and Animal Welfare Committee (EAWC) furthered its work by developing a new code of ethics for WAZA. The Code of Ethics, which is planned to be approved by members in the 2023 Annual General Meeting, expands the perspectives for zoos and aquariums, including the ethical treatment of animals and people.
- The EAWC has also assisted with the advancement of WAZA's 2023 Animal Welfare Goal by providing support for the process the regional and national associations have to follow to reach final confirmation of their animal welfare evaluation process.

### Committee for Population Management

- The Committee oversaw the International Studbook (ISB) and the Global Species Management Plan (GSMP) Programme.
- The 4<sup>th</sup> Joint TAG Chairs Meeting in Long Beach, California, US, was organised to discuss population management as it currently stands, looking at challenges, successes, and new conservation initiatives. Over 20 representatives from several WAZA regional and national Association Members benefited from the travel grants to support global participation in the meeting.
- The WAZA Council, authorised WAZA CPM to begin the process of exploring a Population Management Goal for WAZA. A workshop was organised for early 2023 to move this forward.

### Finance

- The WAZA Finance Committee met on a quarterly basis to provide oversight and generate recommendations to the WAZA Council regarding WAZA's revenues and expenses, accounts, and annual audit addressing any issues of a financial nature as assigned by the Council.

### Membership

- Developed the proposed new membership fee model for launch in January 2024 (as presented at the WAZA Annual Conference in Tenerife, October 2022). The proposed fee model aims for attracting institutions of different sizes and in various regions to join WAZA membership and will facilitate membership opportunities where member representation is currently low. The initiative aligns with WAZA's strategic priorities, particularly Priority No.3; Global Members: retain and grow the membership to have a true global representation, engagement, participation, and voice.
- Conducted annual membership survey
- Monthly review of WAZA membership matters
- Reviewed candidates applying for WAZA membership, leading to the addition of 16 organisational members and 12 life members in 2022

## WAZA Non-Standing Committees

### Associations

- WAZA Associations Committee met twice (virtually in January and in-person in October). Main activities, among others, involved sharing updates on emerging legislative proposals and providing technical assistance for the International Air Transport Association (IATA) Live Animals and Perishables Board Advisory Panel, especially on live animal transport requirements. The committee was also represented by its chair on the development of the tool to evaluate associations' compliance with the 2023 WAZA Animal Welfare Goal.

### Aquariums

- The WAZA Aquariums Committee met four times over the year and expanded its membership to include Committee members from various regions so as to enable richer and more diverse inputs during the Committee meeting.

### Conservation and Environmental Sustainability

- Launched 'PalmOil Scan', a global shopping sustainable palm oil shopping app (Read more on page 16).
- Launched '[A Guide on Reducing, Measuring and Offsetting Carbon at your Zoo or Aquarium](#)', a guide developed to assist WAZA members in measuring and reducing their greenhouse gas emissions (Read more on page 17).
- Awarded the WAZA Conservation and Environmental Sustainability Award to Saint Louis Zoo and Marwell Wildlife, respectively.
- Supported WAZA's involvement and advancement in the Reverse the Red global movement.

### Reverse the Red Committee

- The WAZA Reverse the Red Committee developed a resolution that was passed at the Annual General Meeting in Tenerife, Spain.
- The Committee secured presentations and featured in articles of various regional and national association conferences as well as magazines, enhancing the visibility of WAZA members in the global movement.



# WAZA Membership

## **WAZA Membership as of 31 December 2022**

*Members displayed by membership category, name of member, and country/region*

### **Affiliates**

American Association of Zoo Veterinarians (AAZV) United States  
Berufsverband der Zootierpfleger e.V. Germany  
Coordination of Silvestre Fauna - SEMIL (Formerly known as Fundação Zoológico de São Paulo, CECFau - FZSP) Brazil  
Fondation Juniclair Luxembourg  
International Association of Amusement Parks and Attractions (IAAPA) United States  
International Zoo Educators Association (IZE) United States  
Leibniz Institute for Zoo & Wildlife Research (IZW) Germany  
Species360 United States  
Zoological Society for the Conservation of Species and Populations (ZGAP) Germany

### **Associations**

Association Française des Parcs Zoologiques (AFdPZ) France  
Association of Zoos & Aquariums (AZA) United States  
Association of Zoos and Aquariums of Brazil (AZAB) Brazil  
British & Irish Association of Zoos & Aquariums (BIAZA) United Kingdom  
Canada's Accredited Zoos and Aquariums (CAZA) Canada  
Central Zoo Authority (CZA) India  
Danish Zoological Gardens & Aquaria (DAZA) Denmark  
Deutsche Tierpark-Gesellschaft e.V. (DTG) Germany  
Deutscher-Wildgehege-Verband e.V., Tiergarten Sababurg (DWV) Germany  
Eurasian Regional Association of Zoos & Aquariums (EARAZA) Russia  
European Association of Zoos & Aquaria (EAZA) The Netherlands  
Iberian Association of Zoos & Aquaria (AIZA) Spain  
Italian Association of Zoos and Aquaria (UIZA) Italy  
Japanese Association of Zoos & Aquariums (JAZA) Japan  
Latin American Zoo & Aquarium Association (ALPZA) Chile  
Pan-African Association of Zoos & Aquaria (PAAZA) South Africa  
Southeast Asian Zoos and Aquariums Association (SEAZA) Singapore  
Swedish Association of Zoological Parks & Aquaria (SAZA-SDF) Sweden  
Union of Czech and Slovak Zoos (UCSZOO) Czech Republic  
Verband der Zoologischen Gärten (VdZ) Germany  
Zoo and Aquarium Association Australasia (ZAA) Australia

### **Corporates**

American Humane United States  
Attractions.io United Kingdom  
BoldMove Nation Belgium  
Cairns Marine Australia  
Canopy Strategic Partners United States  
Carl Stahl ARC Cable Mesh Design + Build Germany  
China Light Festival B.V. The Netherlands  
CLR Design, Inc. United States  
dan pearlman Erlebnisarchitektur GmbH Germany  
Dynasty Marine Associates Inc. United States  
ELSS Engineering Ltd United Kingdom  
GLMV Zoos United States  
Gradlyn - G.K. Airfreight Service GmbH Germany  
Hanart Culture LLC United States  
Immotion Group plc United Kingdom  
Jakob Rope Systems Switzerland  
Kenya Tropical Sealife Ltd. Kenya  
Pangea Rocks Denmark  
Ray Hole Architects United Kingdom  
Rasbach Architekten Germany  
SH|R Studios, United States  
ST LAURENT, France  
The Zoological Lighting Institute United States  
Torre Design Consortium, Ltd., A Professional Architecture Corporation United States  
Wild Republic United Kingdom  
Worldwide Zoo Consultants LLC United Arab Emirates  
zoOceanarium Group LLC United States

### **Institutions**

Aalborg Zoo Denmark  
Adelaide Zoo (Royal Zoological Society of South Australia) Australia  
Africam Safari Puebla Mexico  
African Lion Safari Canada  
Akron Zoological Park United States  
Al Ain Zoo United Arab Emirates  
Al Bustan Zoological Centre United Arab Emirates  
Albuquerque Biological Park United States  
Allwetterzoo Münster GmbH Germany  
Almaty Zoo Kazakhstan  
Alpenzoo Innsbruck Austria  
Apenheul Primate Park The Netherlands  
Aquamarine Fukushima Japan  
AquaRio Aquario Marinho do Rio de Janeiro Brazil

Aquarium du Québec Canada  
 Aquazoo Düsseldorf Germany  
 Arignar Anna Zoological Park India  
 ARTIS Royal Zoo Amsterdam The Netherlands  
 Assiniboine Park Zoo Canada  
 Atlantis, Dubai United Arab Emirates  
 Auckland Zoo New Zealand  
 Audubon Zoo United States  
 Bannerghatta Biological Park India  
 Belfast Zoological Gardens Northern Ireland  
 Bergen Aquarium Norway  
 Biodôme de Montréal Canada  
 Bioparc de Doué la Fontaine France  
 Borås Djurpark Sweden  
 Bristol Zoo Gardens United Kingdom  
 Bronx Zoo United States  
 Brookfield Zoo (Chicago Zoological Society) United States  
 Budapest Zoo and Botanical Garden Hungary  
 Busch Gardens Tampa Bay United States  
 Caldwell Zoo United States  
 Calgary Zoo Canada  
 Cameron Park Zoo United States  
 Cango Wildlife Ranch South Africa  
 Chester Zoo United Kingdom  
 Cheyenne Mountain Zoo United States  
 Chiang Mai Night Safari Thailand  
 Chiang Mai Zoo Thailand  
 Chiba Zoological Park Japan  
 Chimelong Safari Park China  
 Cincinnati Zoo & Botanical Garden United States  
 Cleveland Metroparks Zoo United States  
 Colchester Zoo United Kingdom  
 Cologne Zoo Germany  
 Copenhagen Zoo Denmark  
 Dallas World Aquarium United States  
 Dallas Zoo United States  
 Dartmoor Zoological Society United Kingdom  
 Denver Zoo United States  
 Detroit Zoological Society United States  
 Disney's Animal Kingdom United States  
 Dubai Aquarium & Underwater Zoo United Arab Emirates  
 Dublin Zoo Ireland  
 Ecoparque de la Ciudad de Buenos Aires Argentina  
 Everland Zoological Gardens South Korea  
 Flamingo Land United Kingdom  
 Fondazione Bioparco di Roma Italy  
 Fort Wayne Children's Zoo United States  
 Fort Worth Zoo United States  
 Fresno Chaffee Zoo United States

Fundación Temaikèn Argentina  
 Fundación Zoológica de Cali Colombia  
 Gdański Ogród Zoologiczny Poland  
 Georgia Aquarium United States  
 Givskud Zoo - ZOOTOPIA Denmark  
 Gladys Porter Zoo United States  
 Great Plains Zoo and Delbridge Museum United States  
 Greater Vancouver Zoo Canada  
 Guadeloupe Zoo French West Indies  
 Hai Park Kiryat Motzkin Israel  
 Haifa Educational Zoo Israel  
 Hamilton Zoo New Zealand  
 Haus des Meeres - Aqua Terra Zoo GmbH Austria  
 Helsinki Zoo Finland  
 Henry Vilas Zoo United States  
 Hong Kong Zoological and Botanical Gardens Hong Kong  
 Houston Zoo United States  
 Indianapolis Zoological Society, Inc. United States  
 Indira Gandhi Zoological Park, Visakhapatnam India  
 Istanbul Akvaryum Turizm Ticaret Limited Sirketi Turkey  
 Jacksonville Zoo and Gardens United States  
 Jardim Zoológico de Lisboa Portugal  
 Johannesburg City Parks and Zoo South Africa  
 John G. Shedd Aquarium United States  
 Kansas City Zoo United States  
 Khao Kheow Open Zoo Thailand  
 Khon Kaen Zoo Thailand  
 Kolmårdens Djurpark Sweden  
 Kristiansand Dyrepark AS Norway  
 Kyoto City Zoo Japan  
 L'Aquàrium de Barcelona Spain  
 Lehigh Valley Zoo United States  
 Lincoln Park Zoo United States  
 Loro Parque Spain  
 Los Angeles Zoo United States  
 Mandai Wildlife Group Singapore  
 Marwell Wildlife United Kingdom  
 Memphis Zoo and Aquarium United States  
 Miejski Ogród Zoologiczny w Łodzi Sp. z o.o.(Lodz Zoo) Poland  
 Milwaukee County Zoological Gardens United States  
 Minnesota Zoological Garden United States  
 Mohendra Chaudhry Zoological Park Chhatbir India  
 Monterey Bay Aquarium United States  
 Moscow Zoo Russia  
 Muséum national d'Histoire naturelle 1-Mén. Jardin des Plantes;  
 2-Parc Zoo de Paris France  
 Nagoya Higashiyama Zoo Japan  
 Nakhon Ratchasima Zoo Thailand  
 Nandankanan Zoological Park India



Nashville Zoo United States  
 National Aquarium Denmark - Den Blå Planet Denmark  
 National Museum of Marine Biology and Aquarium Taiwan  
 National Zoological Gardens of South Africa South Africa  
 National Zoological Gardens Dehiwala Sri Lanka  
 National Zoological Garten Bojnice Slovak Republic  
 National Zoological Park New Delhi India  
 Natur- und Tierpark Goldau Switzerland  
 Naturschutz-Tierpark Görlitz Germany  
 NaturZoo Rheine Germany  
 Nikolaev Zoo, Municipal Institution of Nikolaev-City Council Ukraine  
 Nordens Ark Sweden  
 North Carolina Zoological Park United States  
 Oakland Zoo United States  
 Ocean Park Corporation Hong Kong  
 Oceanário de Lisboa Portugal  
 Oklahoma City Zoological Park United States  
 Olomouc Zoo Czech Republic  
 Omaha's Henry Doorly Zoo & Aquarium United States  
 Opel-Zoo (Von Opel Hessische Zoostiftung) Germany  
 Opole Zoo Poland  
 Orana Wildlife Trust New Zealand  
 Oregon Zoo United States  
 Ostrava Zoological Garden and Botanical Park Czech Republic  
 Padmaja Naidu Himalayan Zoological Park India  
 Paignton Zoo Environmental Park United Kingdom  
 Pairi Daiza Belgium  
 Papiliorama Foundation Switzerland  
 Paradise Wildlife Park United Kingdom  
 Parc des Oiseaux France  
 Parc Zoològic de Barcelona Spain  
 Parc Zoologique de CERZA France  
 Parc Zoologique de la Palmyre France  
 Parc Zoologique de Lille France  
 Parco Natura Viva, Garda Zoological Park Italy  
 Parco Zoo Punta Verde Italy  
 Parque das Aves Brazil  
 Parque Zoológico Buin Zoo Chile  
 Parque Zoológico Huachipa Peru  
 Perth Zoo Australia  
 Plock Zoological Gardens (Plock Zoo) Poland  
 Poema del Mar Aquarium Spain  
 Point Defiance Zoo & Aquarium United States  
 Prague Zoo Czech Republic  
 Ragunan Zoological Park Indonesia  
 Rajiv Gandhi Zoological Park & Wildlife Research Centre India  
 Randers Regnskov, Tropical Zoo Denmark  
 Ripley's Aquarium of Canada Canada  
 Ripley's Aquarium of Myrtle Beach United States  
 Ripley's Aquarium of the Smokies United States  
 Riverbanks Zoo & Garden United States  
 Rostislav Shilo Novosibirsk Zoo Russia  
 Royal Burgers' Zoo The Netherlands  
 Royal Melbourne Zoological Gardens Australia  
 Royal Rotterdam Zoological & Bot. Gardens (Rotterdam Zoo/  
 Diergaarde Blijdorp) The Netherlands  
 Royal Zoological Society of Antwerp Belgium  
 Royal Zoological Society of Scotland Edinburgh Zoo United Kingdom  
 RWS-Dolphin Island Singapore  
 RWS-S.E.A. Aquarium Singapore  
 SAAMBR (South African Association for Marine Biological Research)  
 / uShaka Sea World South Africa  
 Saigon Zoo Vietnam  
 Saint Louis Zoo United States  
 Saitama Children's Zoo (Saitama Parks and Greenery Land  
 Association) Japan  
 San Antonio Zoological Gardens & Aquarium United States  
 San Diego Zoo Wildlife Alliance United States  
 San Francisco Zoological Gardens United States  
 Santa Barbara Zoological Gardens United States  
 São Paulo Zoo Brazil  
 SeaWorld Orlando United States  
 Sedgwick County Zoo United States  
 Seoul Zoo South Korea  
 Skansen Foundation Sweden  
 Skansen-Akvariet Sweden  
 Smithsonian's National Zoological Park United States  
 Songkhla Zoo Thailand  
 Sóstó Zoo - Nyíregyházi Állatpark Nonprofit Kft. Hungary  
 South Carolina Aquarium United States  
 Sri Chamarajendra Zoological Gardens India  
 Taipei Zoo Taiwan  
 Tallinn Zoo Estonia  
 Tama Zoological Park Japan  
 Taman Safari Indonesia Bogor - Cisarua Indonesia  
 Taronga Zoo, Taronga Conservation Society Australia Australia  
 Tennessee Aquarium United States  
 Tennoji Zoological Gardens (Osaka Zoo) Japan  
 Texas State Aquarium United States  
 The Deep United Kingdom  
 The Living Desert United States  
 The Phoenix Zoo United States  
 The Tisch Family Zoological Gardens in Jerusalem - The Biblical Zoo  
 Israel  
 Tiergarten der Stadt Nürnberg Germany

Tiergarten Schönbrunn Austria  
 Tiergarten Straubing Germany  
 Tierpark Berlin Germany  
 Tierpark Bern Switzerland  
 Tierpark Hagenbeck G GmbH Germany  
 Tierpark Hellabrunn Germany  
 Tierpark Nordhorn Germany  
 Tierwelt Herberstein - Steirischer Landestiergarten GmbH Austria  
 Toledo Zoo United States  
 Topeka Zoo and Conservation Center United States  
 Toronto Zoo Canada  
 Toyohashi Zoo and Botanical Park Japan  
 Tulsa Zoo United States  
 Two Oceans Aquarium South Africa  
 Twycross Zoo - East Midland Zoological Society United Kingdom  
 Ubon Ratchathani Zoo Thailand  
 Ueno Zoological Gardens Japan  
 Uganda Wildlife Education Centre Uganda  
 Utah's Hogle Zoo United States  
 Vancouver Aquarium Canada  
 Vinpearl Safari and Conservation Park Vietnam  
 Virginia Aquarium & Marine Science Center Foundation (VAMSC)  
 United States  
 Virginia Zoological Park United States  
 Vogelpark Marlow Germany  
 Walter Zoo, Gossau Switzerland  
 Warsaw Zoological Garden Poland  
 Wellington Zoo Trust New Zealand  
 Welsh Mountain Zoo - National Zoo of Wales, National Zoological  
 Society of Wales United Kingdom  
 Weltvogelpark Walsrode - Nature Park Germany GmbH Germany  
 Wildlands Adventure Zoo Emmen The Netherlands  
 Wilhelma Zoologisch-Botanischer Garten Germany  
 Woodland Park Zoo United States  
 Yokohama Zoological Gardens "ZOORASIA" Japan  
 Yorkshire Wildlife Park United Kingdom  
 Zoo am Meer Bremerhaven GmbH Germany  
 Zoo Aquarium Madrid Spain  
 Zoo Atlanta United States  
 Zoo Berlin Germany  
 Zoo Brno Czech Republic  
 Zoo d'Amnéville France  
 Zoo de Granby Canada  
 Zoo de Mulhouse France

Zoo de Servion Switzerland  
 Zoo Děčín Czech Republic  
 Zoo Dortmund Germany  
 Zoo Dresden GmbH Germany  
 Zoo Duisburg Germany  
 Zoo Frankfurt Germany  
 Zoo Hannover Germany  
 Zoo Heidelberg Germany  
 Zoo Hluboká Czech Republic  
 Zoo Knoxville United States  
 Zoo Kraków Poland  
 Zoo Krefeld GmbH Germany  
 Zoo Landau in der Pfalz Germany  
 Zoo Leipzig Germany  
 Zoo Liberec Czech Republic  
 Zoo Ljubljana Slovenia  
 Zoo Miami United States  
 Zoo Negara Malaysia  
 Zoo Osnabrück Germany  
 Zoo Salzburg Gemeinnützige GmbH Austria  
 Zoo sauvage de Saint-Félicien Canada  
 Zoo Schmiding Austria  
 Zoo Ústí nad Labem Czech Republic  
 ZOO Wrocław, Sp. z o.o. Poland  
 Zoo Zlín Czech Republic  
 Zoo Zürich Switzerland  
 Zoological Center Ramat Gan Israel  
 Zoological Garden of Zagreb Croatia  
 Zoological Society of East Anglia - Banham Zoo United Kingdom  
 Zoologická zahrada Košice Slovak Republic  
 Zoológico Nacional, Parque Metropolitano de Santiago Chile  
 Zoologischer Garten Augsburg GmbH Germany  
 Zoologischer Garten Basel AG Switzerland  
 Zoologischer Garten Karlsruhe Germany  
 Zoologischer Garten Magdeburg Germany  
 Zoologischer Garten Rostock GmbH Germany  
 Zoologischer Garten Schwerin Germany  
 Zoologischer Garten Wuppertal Germany  
 ZOOM Erlebniswelt - ZOOM Adventureworld Germany  
 Zooparc de Beauval France  
 Zoopark Chomutov, p.o. Czech Republic  
 ZooTampa at Lowry Park United States  
 ZSL London Zoo United Kingdom







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Edited by: Tania Kahlon | Reviewed by: Janet Ho and Paula Cerdán

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Contact the WAZA Executive Office at [secretariat@waza.org](mailto:secretariat@waza.org)

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