

# 2023 Annual Report



**WAZA**

*World Association  
of Zoos and Aquariums*



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# 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, zoos and aquariums, dedicated to the care and conservation of animals and their habitats around the world. The membership consists of nearly 400 leading institutions and organisations around the world, and this number continues to grow.

## WAZA's work

WAZA promotes cooperation between leading zoos, aquariums, national and regional associations, as well as with leading wildlife experts, academies, and universities. WAZA provides support for species-conservation management and husbandry of animals in human care, while encouraging the highest standards in member institutions. WAZA has formed partnerships with leading international conservation organisations, committing its members to tackle global issues such as the illegal wildlife trade, coral-reef restoration, marine litter, sustainable palm oil and climate change.

## WAZA's vision

WAZA's vision is to be a globally recognised and trusted leader advancing conservation and animal welfare.



# President's Letter

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**Kia ora/Hello members of the World Association of Zoos and Aquariums (WAZA).**

I would like to begin my first Annual Report as President of WAZA by thanking you for the trust that has been placed in me to lead our global association.

I am both excited and thrilled to be in this position particularly when WAZA is in the process of implementing our new vision and strategy for the future. Together we have assessed our role within conservation and our collaborative aim is to expand our impact to become a globally recognised and trusted conservation leader.

As WAZA President, I follow Clément Lanthier, who leaves behind an amazing legacy of heralding change and guiding WAZA through the strategic planning process that culminated in April 2023 with unanimous approval from WAZA members. Together with the new strategy and a new Council elected in 2023, I am enthusiastic at what our community will achieve as we enter a new chapter in WAZA's history, towards achieving our shared vision.

One of the key pillars in our strategic priorities is reputation. Upon consideration of how the zoo and aquarium community is perceived in some regions, it is crucial for us to continue to communicate the vital work that we do as a collective and our impact on conservation and animal welfare. To further this, the new Council took the decision to implement the Communications Committee, which includes representatives from across our diverse membership. I am excited at the prospect of the work that will be completed by this new Committee. All the WAZA Committees work tirelessly to support the achievement of our new vision and strategic priorities.



Shark tracking © Fahlo



Another reason why 2023 was a crucial year for WAZA, was that it saw the achievement of the 2023 Animal Welfare Goal by six associations. This has been a landmark for our Association as we set benchmarks of excellence for our community. We celebrated this success at our annual conference at San Diego Zoo Wildlife Alliance which saw more members attend than ever before!

I look forward to seeing even more of our members at the 79<sup>th</sup> Annual Conference at Taronga Zoo in Sydney this year.

I want to thank the Council and the Executive Team for their unwavering dedication to our work on behalf of our members. As WAZA implements and takes forward the new vision under the direction of the new Council, I look forward to seeing the exciting possibilities the future holds for our community.

Ngā mihi/ Regards

Karen Fifield MNZM  
WAZA President





## CEO's Letter

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**Dear WAZA members and supporters. It is with great pleasure and enthusiasm that I present to you the 2023 WAZA Annual Report.**

WAZA's vision, approved by members during an extraordinary Virtual Assembly on 20 April 2023, is to be a globally recognised and trusted leader advancing conservation and animal welfare.

This vision has been guiding our association since then, placing us in a better position to achieve the impact we aim to generate.

As this report will show, 2023 was a pivotal year as our association, now 88 years old, made substantial progress to remain current and increase its societal value. Alongside our new vision, we adopted the 2024–2026 WAZA strategy, establishing four strategic priorities: Transformative Change, Species Impact, Global Members and Reputation. Whether these priorities are self-explanatory or require more information to fully understand, what is clear is that WAZA – its office, council, committees, members and more – is focused, committed and looks at its work through these four lenses.

Additionally, 2023 saw the election of the 2023–2025 WAZA Council, led by the 4<sup>th</sup> woman president in WAZA's history and, for the first time, with more women than men sitting on the Council. This represents a significant step towards greater gender equality in our leadership.

With a more ambitious vision, we undertook some organisational restructuring. This included expanding the portfolio of our Membership Director to include events, creating the new role of Membership and Events Director, and establishing a position for a Membership and Event Assistant. We also introduced the role of WAZA Finance and Office Manager.



In October, we adopted a new membership fee model, aiming to increase diversity, equity, access, and inclusion and to support the adoption of our new strategy.

My favourite moment of 2023 was the celebration following confirmation that the first six association members were compliant with the 2023 WAZA Animal Welfare standards – a major milestone and the beginning of a new era for WAZA.

In closing, I extend my heartfelt gratitude to each and every one of you for your unwavering support and dedication to our shared mission.

Together, we will continue to make a profound and lasting impact on the future of our planet's biodiversity.

With warm regards,



Dr Martín Zordan  
WAZA CEO

Kids watching rays in tank  
© Two Oceans Aquarium



# WAZA Council

October 2021–October 2023

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## WAZA Council 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*

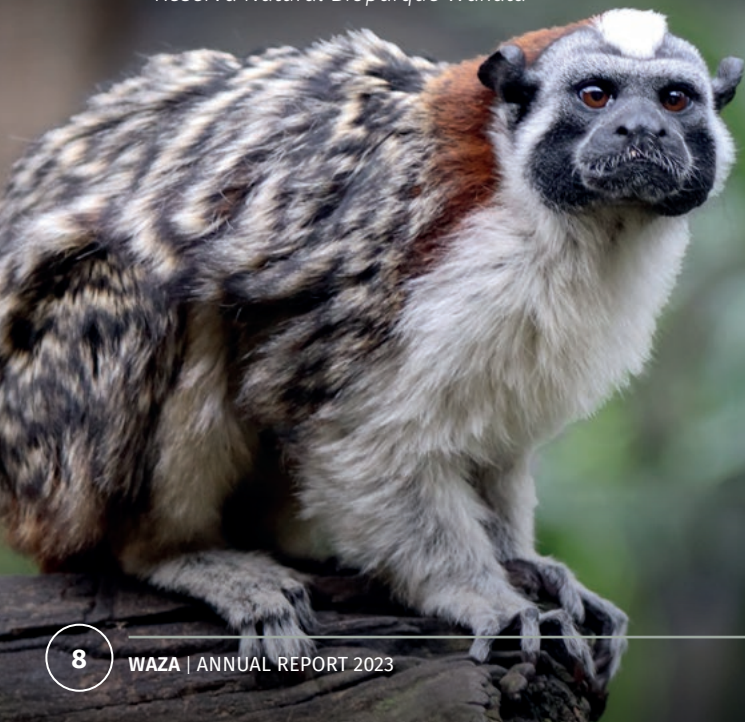
## Region I: Canada and the United States of America

Bob Chastain – *Cheyenne Mountain Zoo, US*

Alejandro Grajal – *Woodland Park Zoo, US*

Geoffroy's tamarin (*Saguinus geoffroyi*)

© Reserva Natural Bioparque Wakatã



## Region II: Europe and the Middle East

André Stadler – *Alpenzoo Innsbruck, Austria*

Sanna Hellström DVM – *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), US*

Alexandra Guerra – *Latin American Zoo and Aquarium Association (ALPZA), Chile*

## Observer Seats\*

Kira Mileham – *IUCN Species Survival Commission (SSC), US*

David Field – *Royal Zoological Society of Scotland, Edinburgh Zoo, UK*

Alistair Dove – *Georgia Aquarium, US*

\*Darío Lareu passed in July 2024. We are grateful for this valuable contribution to WAZA.

# WAZA Council

October 2023–October 2025

## WAZA Council President:

**Karen Fifield, MNZM** – Wellington Zoo, New Zealand

## Vice President:

**David Field** – Royal Zoological Society of Scotland, Edinburgh Zoo, UK

## Immediate Past President\*:

**Clément Lanthier DVM MBA** – Calgary Zoo, Canada

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

**Brandie Smith** – Smithsonian's National Zoo and Conservation Biology Institute, US

**Cynthia Whitbred-Spanoulis** – Virginia Aquarium & Marine Science Center, US

**Alejandro Grajal** – Woodland Park Zoo, US

## Region II: Europe and the Middle East

**André Stadler** – Alpenzoo Innsbruck, Austria

**Sanna Hellström DVM** – Helsinki Zoo, Finland

**Mike Jordan** – Chester Zoo, UK

**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)**

**Elaine Bensted** – Zoos South Australia, Australia

**Eric Tsao** – Taipei Zoo, Taiwan

**Judy Mann-Lang** – Two Oceans Aquarium, South Africa

## Association Seats

**Craig Hoover** – Association of Zoos and Aquariums (AZA), US

**Nicola Craddock** – Zoo and Aquarium Association Australasia (ZAA), Australia

**Myfanwy Griffith** – European Association of Zoos and Aquaria (EAZA), The Netherlands

**Alexandra Guerra** – Latin American Zoo and Aquarium Association (ALPZA), Chile

## Observer Seats\*

**Kira Mileham** – IUCN Species Survival Commission (SSC), Australia

**Peggy Sloan** – Shedd Aquarium, US

*In 2023, the following Council Members ended their terms: Clément Lanthier, Theo B. Pagel, Bob Chastain, Bert Vescolani, Thomas Kauffels and Darío Lareu. We would like to extend a heartfelt thank you to these Council Members for their dedication and service to the WAZA Council.*

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

Walrus (*Odobenus rosmarus*)

© Aquarium du Québec





Visitors at kelp forest tank  
© Seattle Aquarium

## WAZA Standing Committees

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### **Committee for Population Management**

**Chair:** David Field – Royal  
Zoological Society Scotland  
Edinburgh Zoo, UK

### **Ethics and Animal Welfare**

**Chair:** Alejandro Grajal –  
Woodland Park Zoo, US

### **Finance**

**Chair:** Cynthia Whitbred-  
Spanoulis – Virginia Aquarium  
& Marine Science Center  
(VAMSC), US

### **Membership**

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

### **Nominating**

**Chair:** Clément Lanthier

## WAZA Non- Standing Committees

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### **Associations**

**Chair:** Craig Hoover – Association  
of Zoos and Aquariums (AZA), US

### **Aquariums**

**Chair:** Peggy Sloan –  
Shedd Aquarium, US

### **Conservation and Environmental Sustainability**

**Chair:** Judy Mann-Lang –  
Two Oceans Aquarium,  
South Africa

### **Reverse the Red Committee**

**Chair:** Theo B. Pagel –  
Cologne Zoo, Germany

### **Communications Committee**

**Chair:** Sanna Hellström DVM –  
Helsinki Zoo, Finland





# WAZA Welcomes New Members



## New Institutional Members

1. Edmonton Valley Zoo, Canada
2. Mundo Marino, Argentina
3. Reserva Natural Bioparque Wakatá, Colombia
4. Roger Williams Park Zoo, United States
5. Seattle Aquarium, United States
6. The Florida Aquarium, United States
7. The Scientific Center – Kuwait (TSCK), Kuwait
8. Wingham Wildlife Park, United Kingdom



## New Corporate Members

9. Bernard Harrison and Friends LTD, Marshall Islands
10. EcoLeaders, LLC, United States
11. PJA Architects + Landscape Architects, p.s., United States
12. SSA Group, United States
13. Triotech Amusement Inc., Canada
14. Wild Immersion, France
15. Wildlife Collection LLC DBA Fahlo, United States
16. Zìgong Lantern Group, United States

Person wearing  
elephant  
tracking  
bracelets  
© Fahlo





## Key Highlights from the 78<sup>th</sup> WAZA Annual Conference

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The 78<sup>th</sup> WAZA Annual Conference was held from 8–12 October 2023 in San Diego, US. Hosted by the San Diego Zoo Wildlife Alliance (SDZWA), the attendees met to discuss seminal issues for the zoo and aquarium community. We welcomed over 300 attendees from more than 40 regions and countries across the world, highlighting WAZA's global membership and reach. This is the highest number of attendees for any WAZA conference in the last two decades and demonstrates the value of the work that we do for our diverse community.

There were several panels at the conference, where discussions took place on emerging trends in the zoo and aquarium community, the prioritisation of conservation education within WAZA and the different Centers for Species Survival.

Some of the key highlights from the Conference included the launch of the [Reverse the Red Short Guide](#), highlighting the pivotal role of zoos and aquariums in addressing the decline of biodiversity and safeguarding endangered species. The Conference also saw the launch of the The International Union for Conservation of Nature Species Survival Commission (IUCN SSC) position statement on zoos, aquariums and botanic gardens, a landmark for the zoo and aquarium community. Lastly, the Conference celebrated the associations that have been successful in the implementation of the 2023 Animal Welfare Goal. The WAZA members associations that have achieved the goal in 2023 are the Zoo and Aquarium Association Australasia (ZAA), the Pan African Association of Zoos and Aquaria (PAAZA), the European Association of Zoos and Aquaria (EAZA), the Latin American Association of Zoos and Aquariums (ALPZA), the Association of Zoos and Aquariums (AZA) and Canada's Accredited Zoos and Aquariums (CAZA).

Fanny Cornejo, Yunkawasi  
Co-Founder and Executive Director,  
Keynote Speaker II at the WAZA  
Annual Conference © WAZA



Group picture at the San Diego Zoo Safari Park during the WAZA Annual Conference © WAZA



Perhaps the most significant aspect of the conference was the Annual General Assembly where the membership met to approve the changes in the membership fee structure and endorsed the 2027 Population Management Goal. These two significant items, alongside other discussion points will allow WAZA to work towards the achievement of its ambitious new vision.

We would like to thank everyone who contributed to the success of the conference – the host, San Diego Zoo Wildlife Alliance and all attendees, and we look forward to the 79<sup>th</sup> WAZA Annual Conference which will be hosted by Taronga Conservation Society Australia in Sydney, Australia from 3 to 7 November 2024.



# Progress towards the WAZA 2023 Animal Welfare Goal

In 2023, WAZA leapt forward progressing towards the WAZA 2023 Animal Welfare Goal (23AWG). The first set of reviews of our member National and Regional Associations Animal Welfare Evaluation Processes began. This concluded in October 2023 when six National and Regional Associations met the 23AWG and received recognition during the 78<sup>th</sup> WAZA Annual Conference. The WAZA members associations' that met the goal in 2023 are the:

- Zoo and Aquarium Association Australasia (ZAA)
- Pan African Association of Zoos and Aquaria (PAAZA)
- European Association of Zoos and Aquaria (EAZA)
- Latin American Association of Zoos and Aquariums (ALPZA)
- Association of Zoos and Aquariums (AZA)
- Canada's Accredited Zoos and Aquariums (CAZA)



FOR MORE INFORMATION GO TO:


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

Female Northern white-cheeked gibbon (*Nomascus leucogenys*)  
© Edmonton Valley Zoo



ALPZA receives plaque meeting WAZA 2023 Animal Welfare Goal © WAZA

WAZA plans to continue working on a second set of reviews in the upcoming year. Due to timeline disruptions resulting from different regional challenges, including the COVID-19 pandemic, in order to support all WAZA member associations to achieve the 23AWG, the WAZA Council made the decision in January 2024 to extend the deadline. The new timeline for National and Regional Associations to have an animal welfare evaluation process in place is the end of 2024.

A photograph of three Magellanic penguins standing on a rocky shore. The penguin on the left is in the foreground, looking towards the right. The penguin in the middle is slightly behind and to the right, looking down. The penguin on the right is in the foreground, looking towards the right. The background is a blurred green and yellow, suggesting a natural habitat.

Magellanic penguins (*Spheniscus magellanicus*) © Mundo Marino

## A new Code of Ethics for WAZA

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During the 78<sup>th</sup> WAZA Annual Conference in San Diego in October 2023, the new WAZA Code of Ethics was approved. This code is based on four principal documents: WAZA's Animal Welfare, Conservation, Sustainability and Conservation Education Strategies, and is a comprehensive ethical framework created for WAZA members to follow. As a continuously evolving field, particularly in terms of cultural and scientific trends, the updated version emphasises the role of high ethical standards that WAZA members must uphold in all endeavours, including animal welfare, conservation, environmental sustainability, education, research, business practices and human relations. Periodic reviews are planned to ensure the document remains up to date in the domain of ethical consideration.





FOR MORE INFORMATION GO TO:

<https://www.waza.org/priorities/conservation/waza-2027-population-management-goal>

## A New Goal for WAZA: The WAZA 2027 Population Management Goal (27PMG)

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After discussions that began in 2022 during the 4<sup>th</sup> Joint TAG Chairs Meeting in Long Beach, US, a goal similar to the WAZA 2023 Animal Welfare Goal regarding effective regional population management was explored by the WAZA Council and the WAZA Committee for Population Management (CPM). In March 2023, following a workshop held in Amsterdam convening population management experts from seven regional and national associations, six key elements of professional and effective population management were identified to begin building the framework for the 27PMG, and the requirements were developed for each of the key elements below:

- Goal-driven species selection
- Sourcing, transfer and destination policy
- Data, tools and science
- Animal Welfare
- Engagement and participation by the members
- Capacity building and staff

In October 2023, WAZA members unanimously passed the resolution '78.2. WAZA Population Management Goal', which expressed members agreement in implementing such a goal for our organisation. The WAZA 27PMG states that by 31 December 2027:

- WAZA Regional associations must have a science-based population management framework that reflects the specific professional and effective elements of population management as approved by WAZA.
- WAZA Regional associations must require participation of its institutional members in their population management framework, such that there is institutional responsibility for effective and impactful population management.

Eurasian eagle-owl  
(*Bubo bubo*) © Edmonton Valley Zoo

# Launch of the WAZA × Reverse the Red Short Guide

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The Reverse the Red movement continued to gain momentum during 2023 with the successful launch of the 'WAZA × RTR Short Guide: How Your Zoo or Aquarium Can Join Reverse the Red and Halt Biodiversity Decline'. This guide has been developed to provide clarity to zoos and aquariums on the ways in which they can join the Reverse the Red campaign, contribute to species conservation while optimising their unique skills and avail of the reach of our community. The guide showcases success stories of WAZA members, highlighting the actions already being taken towards the safeguarding of endangered species and species recovery. They include examples of conservation initiatives taken which have created collaborations between local communities and governments, helped ameliorate the conservation status of species and established Centers for Species Survival.

2023 saw the launch of the worldwide Reverse the Red Day on 7 February and announced the very first World Species Congress to take place in May 2024.



**YOU CAN READ THE REVERSE  
THE RED SHORT GUIDE HERE:**

[https://www.waza.org/  
priorities/conservation/waza-  
rtr-short-guide/](https://www.waza.org/priorities/conservation/waza-rtr-short-guide/)

Mountain gorilla  
(*Gorilla beringei beringei*)

© Jeremy Stewardson/Unsplash





**FIND OUT MORE ABOUT REVERSE  
THE RED AND HOW YOUR ZOO OR  
AQUARIUM CAN GET INVOLVED!**

[https://www.waza.org/priorities/  
conservation/reverse-the-red/](https://www.waza.org/priorities/conservation/reverse-the-red/)

## Reverse the Red

In 2023, Reverse the Red (RtR) launched the first ever Reverse the Red Day on 7 February to kick off the 2023 Year of Action. RtR Day content had the potential to reach at least 9.1 million people online based on calculations of follower size on participating accounts. There were also at least four regional associations, 12 international bodies and over 100 zoos and aquariums sharing content.

Throughout the year, Reverse the Red produced a series of podcasts called The Possibilists, which highlighted a success story a month, each focusing on different taxa. Stories were shared by a number of WAZA members throughout the Year of Action for both the podcast and highlights on social media. Reverse the Red also hosted monthly webinars aimed at building capacity, sharing knowledge and growing networks.

WAZA's Committee for Reverse the Red developed a short guide for members to learn more and see where their conservation

work fits within the movement. This will hopefully lead to more participation in next year's RtR Day celebrations.

Through sessions at the WAZA Annual Conference, International Zoo Educators Conference, and other gatherings, including the first in person meeting for the Centers for Species Survival, Reverse the Red continued to grow the coalition throughout 2023. A Strategy Director was hired to support the activities and strategy of the mission and vision.

The decision was made to host the first-ever World Species Congress to fulfil the 2008 IUCN World Conservation Congress Resolution 4.019, supported by WAZA, that called for a science-based, interdisciplinary, inclusive gathering to highlight the status of species and chart the future course of species conservation. Plans materialised throughout 2023 to present a 24-hour, fully virtual programme on 15 May 2024 that would further amplify success and accelerate action towards species recovery.





In September, the Executive Office welcomed María Jesús Sanz, as the new Finance and Office Manager. With a background in Economics and a master's degree in International Humanitarian Action, María has extensive experience of working as a financial project controller in the administration department of different NGOs with a focus on international cooperation and the social sector.



Janet Ho is the new WAZA Membership and Events Director. Janet joined WAZA in 2018, where she was responsible for developing and leading the global association's membership growth and maintenance strategy. With the expansion of her role to Membership and Events Director, she will also oversee the organisation of WAZA events such as annual conferences and other events.



Emma Burke is now the new WAZA Membership and Events Assistant. Emma joined WAZA as the Administrative Assistant in June 2022. Originally from Ireland, Emma has a diverse background, having worked in various roles such as hospitality, HR administration and Corporate Coordination. Emma's passion for learning and growth has led her to transition into the role of Membership and Events Assistant.

Visitors in tunnel tank  
at Zoo Miami © PJA Architects

## WAZA Expands Executive Office

In April 2023, WAZA members voted unanimously to approve the new vision and strategic priorities for the future of our global association. This was followed by the Annual General Assembly in October 2023, in San Diego, where the membership also voted on and unanimously approved the changes in membership fees that will allow WAZA to work towards achieving the ambitious mandate its members have entrusted upon it. As the Executive Office begins the process of operationalising the new vision and strategic priorities, a key step is ensuring that there is enough capacity within the office.





# Finance Committee Chair's Letter

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Dear WAZA members, I am delighted to present to you the annual report of the Finance Committee for WAZA for the fiscal year 2023.

As Chair of the WAZA Finance Committee, it is my privilege to share with you the highlights of our financial performance and key strategic initiatives aimed at enhancing our fiscal strength over the past year.

## Financial Performance:

In 2023, WAZA continued to maintain a strong financial position, with prudent fiscal management and strategic allocation of resources.

Over the past year, the Council unanimously decided against pursuing non-profit status following the denial of our application by the Spanish Courts. Given that 95% of our revenues are derived from memberships, this decision has minimal implications for our tax position, and we will continue to operate as a private association.

## Key Financial Highlights:

**Revenue Growth:** We experienced modest revenue growth last year; adding eight new institutional members, eight corporate members and five life members to our organisation.

## Expense Management:

Our fiscal management remained exceptional with expenses coming in lower than fiscal year 2022 and underscoring our continued commitment to financial stewardship.

## Key Grants Awarded:

- 10,000 euro to the EAZA Emergency Appeal for Ukrainian Zoos
- 15,000 euro to the IUCN Species Survival Commission
- 4,700 euro in travel grants for members to attend the WAZA Global Zoo and Aquarium Population Management Workshop
- 19,800 euro in travel grants for members to attend the 78<sup>th</sup> WAZA Annual Conference.



### Policy Development:

During the fiscal year, the Finance Committee took proactive steps to strengthen WAZA's financial governance framework by drafting and implementing two key policies:

**Cash Reserve Policy:** This policy outlines guidelines for maintaining appropriate levels of cash reserves to ensure financial stability and mitigate liquidity risks.

**Strategic Fund Policy:** This policy establishes clear objectives and parameters for the management and utilisation of strategic funds, enabling WAZA to invest in strategic initiatives, projects and/or opportunities that align with the strategic objectives set by the Council.

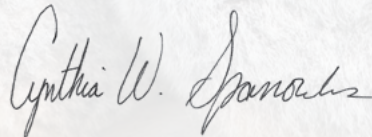
### Looking Ahead:

As we look ahead to the future, the Finance Committee remains committed to upholding the highest standards of financial integrity and transparency. We will continue to work closely with the Council, management team and stakeholders to navigate the evolving landscape and position of WAZA for long-term success. Additionally, the new membership fee structure establishes a global structure which is more equitable

for the diverse membership of organisations with different sizes and from various regions. The fee structure supports our valued members and facilitates new membership opportunities where current representation is low, at the same time it will continue to allow our organisation to remain resilient and adaptable, ensuring sustainable revenue streams in future years.

In conclusion, I extend my heartfelt gratitude to my esteemed colleagues on the Finance Committee for their unwavering dedication and invaluable contributions. I also extend my thanks to all WAZA members for their steadfast commitment to our shared vision and mission. Together, we will persist in making a significant difference in wildlife conservation and the promotion of animal welfare globally.

Thank you for your ongoing support.



Cynthia Whitbred-Spanoulis  
Chair of the WAZA Finance  
Committee

Group of ring-tailed lemurs  
(*Lemur catta*) on Branch  
© The Florida Aquarium



# Balance Sheet

Data in EUR	Actual 2022	Actual 2023
<b>A) NON-CURRENT ASSETS</b>	<b>511 521,62</b>	<b>511 177,48</b>
Tangible assets	5 593,48	3 638,49
Long-term financial investments	505 928,14	507 538,99
<b>B) CURRENT ASSETS</b>	<b>586 620,47</b>	<b>691 274,80</b>
Trade and other accounts receivables	15 275,62	0,00
Users and trade receivables	14 885,00	0,00
Other accounts receivable with Public Administration	390,62	0,00
Short-term financial investmens	621,01	5 508,75
Cash and cash equivalents	570 723,84	685 766,05
<b>TOTAL ASSETS (A + B)</b>	<b>1 098 142,09</b>	<b>1 202 452,28</b>
<b>A) NET WORTH</b>	<b>994 558,48</b>	<b>1 145 097,65</b>
Equity	731 047,18	881 586,35
Surplus from previous years	634 643,02	736 039,18
Surplus of the year	96 404,16	145 547,17
Subsidies, grants and legacies received	263 511,30	263 511,30
<b>B) NON-CURRENT LIABILITIES</b>	<b>0,00</b>	<b>0,00</b>
Long term provisions	0,00	0,00
<b>C) CURRENT LIABILITIES</b>	<b>103 583,61</b>	<b>57 354,63</b>
Short-term provisions	44 585,46	5 945,87
Short-term liabilities	1 294,28	3 847,19
Trade accounts payable and other payable	52 711,87	40 961,57
Trade accounts Payable	2 623,44	10 951,01
Employees (Salaries pending payment)	18 786,45	0,00
Current tax liabilities and Other debts with Public Admin.	31 301,98	30 010,56
Short-term deferred income	4 992,00	6 600,00
<b>TOTAL NET WORTH AND LIABILITIES (A+B+C)</b>	<b>1 098 142,09</b>	<b>1 202 452,28</b>



# Profit and Loss Account

Data in EUR	Actual 2022	Actual 2023	2023 vs 2022	%
<b>INCOME</b>				
Membership Fees	853 643,00	855 937,01	2 294,01	0,27%
Sponsorship & donations	2 802,00	855,00	-1 947,00	-69,49%
Sales & Services	17 282,00	12 664,76	-4 617,24	-26,72%
<b>Total</b>	<b>873 727,00</b>	<b>869 456,77</b>	<b>-4 270,23</b>	<b>-0,49%</b>
<b>EXPENDITURE</b>				
Salaries	403 412,00	361 139,21	-42 272,79	-10,48%
Benefits	14 907,00	12 776,89	-2 130,11	-14,29%
Consultants & Training	36 919,00	32 650,06	-4 268,94	-11,56%
Travel	63 459,00	52 724,98	-10 734,02	-16,91%
WAZA Grants	51 656,00	56 778,12	5 122,12	9,92%
Office Rent	35 575,00	38 827,23	3 252,23	9,14%
Marketing	21 383,00	31 906,07	10 523,07	49,21%
Legal & Accounting	54 246,00	52 432,53	-1 813,47	-3,34%
Office expenses	22 620,00	18 929,19	-3 690,81	-16,32%
Bank Charges	3 284,00	2 673,83	-610,17	-18,58%
Others	0,00	50,00	50,00	-
VAT non deductible / taxes	34 430,00	40 642,45	6 212,45	18,04%
Debtors	5 000,00	15 360,31	10 360,31	207,21%
Events	7 887,00	7 018,73	-868,27	-11,01%
Contingency	0,00	0,00	0,00	-
<b>Total</b>	<b>754 778,00</b>	<b>723 909,60</b>	<b>-30 868,40</b>	<b>-4,09%</b>
<b>BALANCE</b>	<b>118 949,00</b>	<b>145 547,17</b>	<b>26 598,17</b>	<b>22,36%</b>

# WAZA Committee Reports

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## WAZA Standing Committees

### Ethics and Animal Welfare Committee (EAWC)

- After two years of development and consultation, the Ethics and Animal Welfare Committee completed the new code of ethics for WAZA, which was approved by WAZA members at the 78<sup>th</sup> WAZA Annual General Assembly. More information can be found on page 15.
- The EAWC furthered its work in developing an Ethical Concerns and Inquiry process that would support the implementation of the new Code of Ethics.
- The EAWC assisted with the advancement of WAZA's 2023 Animal Welfare Goal (23AWG), ending the year with six regional associations being confirmed by WAZA. More information on the progress achieved can be found on page 14.

### Finance Committee

- The WAZA Finance Committee met every quarter 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 Committee

- The new membership fee model was finalised for launch in January 2024. The new fee model establishes a global fee structure more equitable for institutions of different sizes and in various regions to join WAZA membership; supporting our valued members and facilitating new membership opportunities where member representation is currently low. The new fee structure assists WAZA in achieving its strategic objectives, ensuring the organisation's growth and ongoing relevance in a constantly evolving world.
- The Membership Committee reviewed candidates applying for WAZA membership, leading to the addition of 16 members in 2023.
- The Committee assessed the membership application process and required application criteria for each membership category to further strengthen the process and fortify the reputation of WAZA.

Cuttlefish (*Sepiida*) © Virginia Aquarium and Marine Science Centre



## Nominating Committee

- The Nominating Committee, chaired by Prof. Theo Pagel (Immediate Past President), included Mr. John Frawley (Minnesota Zoo) for Region I, Dr. James Cretnery (Marwell Wildlife) for Region II, Dr. Jenny Gray (Melbourne Zoo-Zoos Victoria) for Region III, and Mr. João Falcato (Lisbon Oceanarium) for Aquariums.
- Participation in this election was slightly lower, with 71% (215 votes) cast. In accordance with WAZA bylaws, which mandate a maximum election period of 30 days, voting was open from 24 July to 22 August. Members were invited to vote and received reminders on 31 July, 7 August, 16 August, and 21 August, as well as weekly reminders every Friday in the WAZA electronic newsletter.

## Committee for Population Management (CPM)

2023 marked the year a new goal for WAZA was set: the 2027 Population Management Goal (27PMG). This became the main focus of the WAZA CPM throughout the year.

- Following the WAZA Council's recommendation, the WAZA CPM organised the Global Zoo and Aquarium Population Management Workshop, held in Amsterdam at the European Association of Zoos and Aquaria (EAZA) office.
- The essential elements for professional and effective population management frameworks were defined, thereby building a framework for the 27PMG.
- The groundwork for developing the requirements that regional and national associations would have to meet was set.
- Supporting documents to be developed and support the implementation of the 27PMG were identified.
- A resolution was passed by WAZA members at the 78<sup>th</sup> WAZA Annual General Assembly, entrusting CPM with the implementation of the 27PMG.
- The committee oversaw the International Studbook (ISB) and the Global Species Management Plan (GSMP) Programme, approving eight ISB keeper transfers and two GSMP convenor transfers, and received 16 published International Studbooks.
- Work on reviewing and updating the frameworks for the ISBs and GSMPs began.



**MORE INFORMATION ON THE 27PMG  
CAN BE FOUND ON PAGE 16 AND:**

<https://www.waza.org/priorities/conservation/waza-2027-population-management-goal>



Polar Bears (*Ursus maritimus*)  
in enclosure in Columbus Zoo  
© PJA Architects

## WAZA Non-Standing Committees

### Associations Committee

- The WAZA Associations Committee convened three times, with two virtual meetings and one hybrid one. Key activities included sharing updates on emerging legislative proposals and providing an additional platform for input and dissemination of WAZA updates, such as the new membership fee model and the Reverse the Red initiative.
- A notable area of work was the peer review process, in which multiple associations evaluated each other's animal welfare evaluation processes to ensure compliance with the 2023 Animal Welfare goal. ALPZA, AZA, CAZA, EAZA, PAAZA and ZAA successfully completed the steps to meet this goal, marking significant progress in our collective commitment to animal welfare.

### Conservation and Environmental Sustainability Committee (CESC)

- Launched the aforementioned WAZA × RtR Short Guide: a resource that discusses the various ways to take part in WAZA's and IUCN SSC's co-founded coalition to reverse the trend in species decline. More information can be found on page 17.
- Launched PalmOil Scan in Australia and New Zealand. The app is now available in Australia, Canada, New Zealand, the United Kingdom and the United States.
- Surveyed WAZA members to understand the impact of some of the resources that the committee and organisation have put together over the last 10 years to inform future areas of improvement.
- With support from the WAZA Executive office, developed a communications plan to further the communication of the existing resources.
- Judged and presented Marwell Wildlife with the Conservation Award for their work reintroducing the Extinct in the Wild Scimitar-Horned Oryx, and Loro Parque with the Environmental Sustainability Award for their sustainability initiatives and becoming a Zero Emissions zoological facility.

### Aquariums Committee

- The WAZA Aquariums Committee met three 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 committee meetings.

Roseate Spoonbill (*Platalea ajaja*)  
© The Florida Aquarium



# WAZA Membership

## WAZA Membership as of 31 December 2023

*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*

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 and 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*

Deutscher-Wildgehege-Verband e.V. (DWV), *Germany*

Deutscher-Wildgehege-Verband e.V., *Germany*

Eurasian Regional Association of Zoos & Aquariums (EARAZA), *Russia*

European Association of Zoos and Aquaria (EAZA), *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 Association of Zoological Parks and Aquariums (ALPZA), *Chile*

Pan-African Association of Zoos & Aquaria (PAAZA), *South Africa*

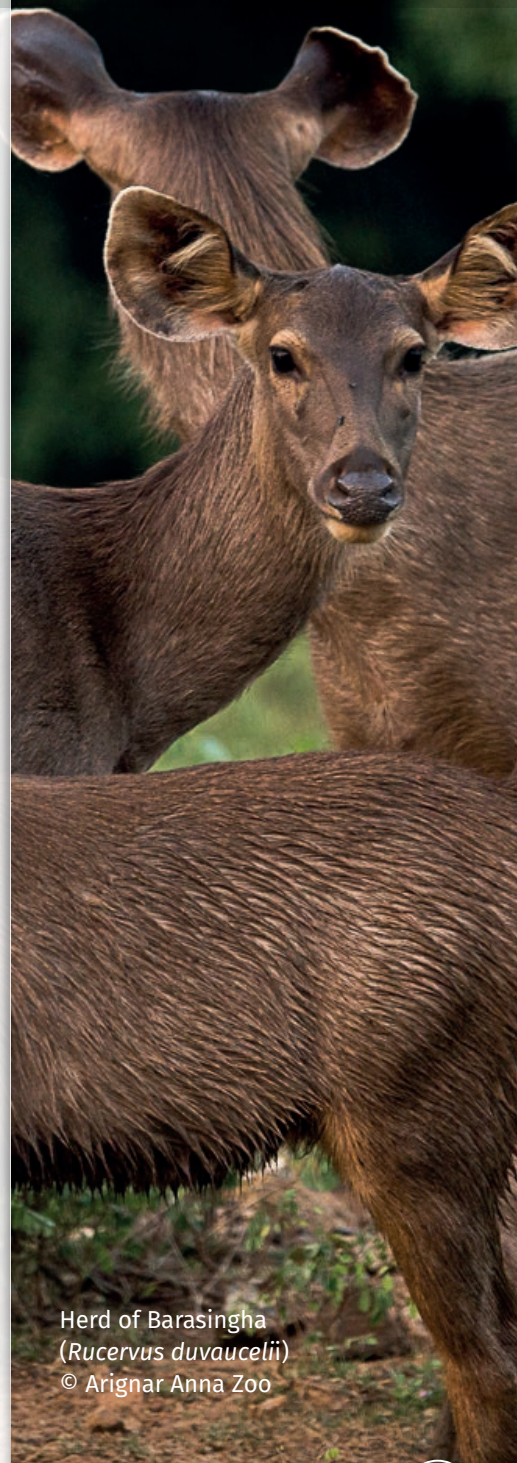
Southeast Asian Zoos and Aquariums Association (SEAZA), *Singapore*

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*



Herd of Barasingha  
(*Rucervus duvaucelii*)  
© Arignar Anna Zoo



## Corporates

American Humane, *United States*  
Attractions.io, *United Kingdom*  
Bernard Harrison and Friends LTD,  
*Marshall Islands*  
BoldMove Nation, *Belgium*  
Cairns Marine, *Australia*  
Canopy Strategic Partners,  
*United States*  
Carl Stahl ARC Cable Mesh Design +  
Build, *Germany*  
China Light Festival B.V., *Netherlands*  
CLR Design, Inc., *United States*  
dan pearlman Erlebnisarchitektur  
GmbH, *Germany*  
Dynasty Marine Associates Inc.,  
*United States*  
EcoLeaders, LLC, *United States*  
ELSS Engineering Ltd, *United*  
*Kingdom*  
Tessere (formerly GLMV Zoos),  
*United States*  
Hanart Culture LLC, *United States*  
Immotion Group plc, *United Kingdom*  
Jakob Rope Systems, *Switzerland*  
Pangea Rocks, *Denmark*  
PJA Architects + Landscape  
Architects, p.s., *United States*  
Rasbach Architekten, *Germany*  
SHJR Studios, *United States*  
SSA Group, *United States*  
ST LAURENT, *France*  
The Zoological Lighting Institute,  
*United States*  
Torre Design Consortium, Ltd.,  
A Professional Architecture  
Corporation, *United States*  
Triotech Amusement Inc., *Canada*  
Wild Immersion, *France*  
Wild Republic, *United Kingdom*  
Wildlife Collection LLC DBA Fahlo,  
*United States*

Worldwide Zoo Consultants LLC,  
*United Arab Emirates*  
Zigong Lantern Group, *United States*  
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 Bustan Zoological Centre, *United*  
*Arab Emirates*  
Albuquerque Biological Park,  
*United States*  
Allwetterzoo Münster GmbH,  
*Germany*  
Almaty Zoo, *Kazakhstan*  
Alpenzoo Innsbruck, *Austria*  
Apenheul Primate Park, *Netherlands*  
Aquamarine Fukushima, *Japan*  
AquaRio – Aquário Marinho do Rio de  
Janeiro, *Brazil*  
Aquarium du Québec, *Canada*  
Aquazoo Düsseldorf, *Germany*  
Arignar Anna Zoological Park, *India*  
ARTIS Royal Zoo Amsterdam,  
*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 Project, *United Kingdom*  
Bronx Zoo, *United States*

Brookfield Zoo Chicago,  
*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*  
Edmonton Valley Zoo, *Canada*  
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, *India*  
 Visakhapatnam, *India*  
 Istanbul Akvaryum Turizm Ticaret Limited Sirketi, *Turkey, 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 & Aquarium, *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. (Łódź Zoo), *Poland*  
 Milwaukee County Zoo, *United States*  
 Minnesota Zoological Garden, *United States*  
 Mohendra Chaudhry Zoological Park Chhatbir, *India*  
 Monterey Bay Aquarium, *United States*  
 Moscow Zoo, *Russia*  
 Mundo Marino, *Argentina*  
 Muséum national d'Histoire naturelle 1-Mén. Jardin des Plantes; 2-Parc Zoo de Paris, *France*  
 Mykolaiv Zoo, *Ukraine*  
 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 Garden of South Africa, *South Africa*  
 National Zoological Gardens Dehiwala, *Sri Lanka*  
 National Zoological Garten Bojnice, *Slovakia*  
 National Zoological Park New Delhi, *India*

Natur- und Tierpark Goldau, *Switzerland*  
 Naturschutz-Tierpark Görlitz, *Germany*  
 NaturZoo Rheine, *Germany*  
 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*  
 Hertfordshire Zoo (formerly 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*  
 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 (Płock 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*

Reserva Natural Bioparque Wakatá, *Colombia*

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*

Roger Williams Park Zoo, *United States*

Rostislav Shilo Novosibirsk Zoo, *Russia*

Royal Burgers' Zoo, *Netherlands*

Royal Melbourne Zoological Gardens, *Australia*

Royal Rotterdam Zoological & Bot. Gardens (Rotterdam Zoo/Diergaarde Blijdorp), *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*

Seattle Aquarium, *United States*

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 Florida Aquarium, *United States*

The Living Desert, *United States*

The Phoenix Zoo, *United States*

The Scientific Center – Kuwait (TSCK), *Kuwait*

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 GGmbH, *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*

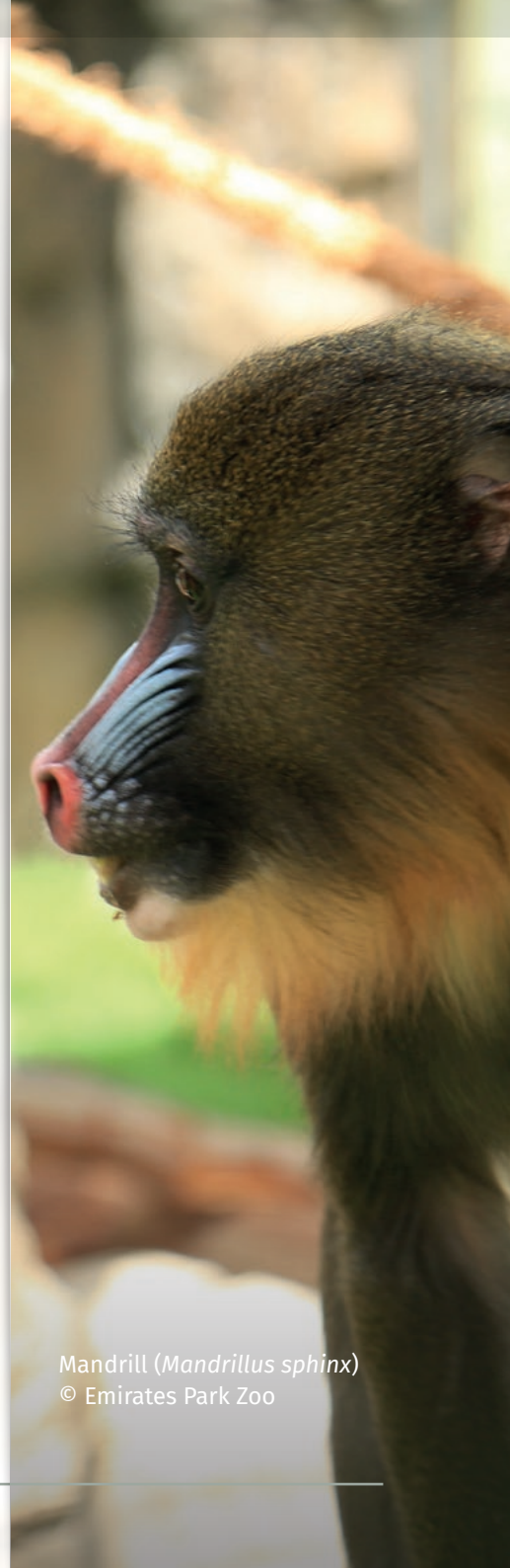
Vogelpark Marlow, *Germany*

Walter Zoo, Gossau, *Switzerland*



Warsaw Zoological Garden, *Poland*  
Te Nukua o Wellington Zoo (formerly  
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,  
*Netherlands*  
Wilhelma Zoologisch-Botanischer  
Garten, *Germany*  
Wingham Wildlife Park, *United  
Kingdom*  
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 Lille, *France*  
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, *Slovakia*  
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*



Mandrill (*Mandrillus sphinx*)  
© Emirates Park Zoo



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Edited by: Tania Kahlon  
Reviewed by: Paula Cerdán and Thalía Pelegrin  
Proofread by: Laurie Clinton  
Layout and design by: Ink Design, Cape Town

Front cover photo:  
Dwarf Lionfish (*Dendrochirus brachypterus*)  
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