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Cotton-top Tamarin
(*Saguinus oedipus*)

© Adrian Mann, Adelaide Zoo

About WAZA

Since 1935, the World Association of Zoos and Aquariums (WAZA) has served as the global alliance of national and regional associations, as well as leading zoos and aquariums committed to the care and conservation of animals and their habitats. Today, nearly 500 members rely on WAZA to convene the global zoo and aquarium community, advocate on its behalf and advance conservation and animal welfare worldwide.

WAZA promotes a collaborative conservation and animal welfare strategy that integrates all relevant participants and resources to create unified plans that reverse species decline, recover populations and prevent extinctions. It leverages the expertise and capabilities of its member zoos and aquariums to achieve sustained, long-term collective impact and community-wide excellence.

WAZA fosters global collaboration among leading zoos and aquariums, national and regional associations, academic institutions, conservation experts and strategic partners – such as The International Union for Conservation of Nature (IUCN), The International Trade in Endangered Species of Wild Fauna and Flora (CITES) and Reverse the Red – to address urgent global challenges, including biodiversity loss, climate change and the illegal wildlife trade.

WAZA's vision

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



Guira Cuckoo (*Guira guira*) © Zoo Berlin

Better together

We leverage opportunities for members and partners to form global connections, actively work together, share knowledge, and increase collective impact.

Inspiring excellence

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

Using our voice

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

WAZA's role

WAZA's Niche: Our Unique Role



WAZA occupies a unique niche at the intersection of three core strengths:

- **Convening power** (Better together)
We create platforms for members and partners to form global connections, share knowledge and coordinate action, thereby multiplying collective impact.
- **Setting the bar** (Inspiring excellence)
We empower institutions to attain high standards in conservation, animal welfare, sustainability and social change.
- **Global advocacy** (Using our voice)
As a global voice for the zoo and aquarium community, we advocate for our members' interests in global policy forums and public debate.

The overlap of these circles illustrates how, by convening the global zoo and aquarium community, speaking with one global voice and defining rigorous benchmarks, WAZA amplifies the community's influence and drives measurable progress for animals and ecosystems worldwide.



Bluelined Sea Bream
(*Symphorichthys spilurus*)

© Oceanário de Lisboa

WAZA's strategy

To realise our vision with maximum effect, we focus on four strategic priorities:



1 Transformative Leadership

Lead the way in continually redefining excellence in zoos and aquariums – anticipating emerging global opportunities and challenges to deliver impactful advances in animal welfare and conservation.



2 Species Impact

Promote and facilitate global cooperation for species conservation and sustainability – leveraging the collective expertise and resources of our global network to accelerate shared goals.



3 Global Members

Retain and grow our membership to have true global representation, engagement, participation and voice-strengthening our capacity, resources and potential for impact.



4 Reputation

Build a reputation as an indispensable voice in forums where global conservation and welfare policy is set – enhancing our influence on policy outcomes and opening new funding and partnership opportunities for members.

Amur Leopard
(*Panthera pardus orientalis*)
© Prague Zoo





President's Letter

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

As my term as WAZA President approaches its conclusion in October 2025, I am filled with gratitude and pride for what our global community has achieved together. It has been an honour to lead WAZA during these transformative years and I thank you for the trust you placed in me to guide our Association forward.

Throughout 2024, we made significant strides under our four strategic pillars.

1 Transformative Leadership

We have redefined excellence in zoos and aquariums by introducing the Communications Committee, which brings together representatives from every region to amplify our collective voice.

Early in the year, the PalmOil Scan app – developed in partnership with Cheyenne Mountain Zoo, Chester Zoo, Auckland Zoo and Zoos South Australia – was recognised with the RSPO Innovation Award. By investing in tools that empower consumers to choose Certified Sustainable Palm Oil, we set a new benchmark for environmental responsibility.

Now WAZA's Association Members have an Animal Welfare Evaluation Process (AWEP) in place- or rely on one- that has been validated by WAZA.

2 Species Impact

In May, the Joint Taxon Advisory Group (TAG) Chairs Meeting in Edinburgh convened 126 leaders from 26 countries to refine population management strategies and launch the WAZA 2027 Population Management Goal (27PMG). Our Committee for Population Management (CPM) advanced the International Studbook (ISB) and Global Species Management Plan (GSMP) frameworks, which were formally introduced

at our Annual Conference. These collaborative efforts have strengthened cooperation in species conservation, underscoring our commitment to sustaining biodiversity.

In May, we hosted the first-ever World Species Congress, a 24-hour online continuous event convened by Reverse the Red in collaboration with multiple partners. This gathering amplified global conservation efforts and facilitated critical connections to accelerate our collective impact for species.

3 Global Members

By hosting our inaugural Mid-Year Meeting virtually in July, nearly 400 delegates from all corners of the globe registered and participated in discussions on animal welfare standards and conservation policy integration. This accessible format deepened engagement and ensured that every member had a voice in shaping WAZA's direction.

In July 2024 at the 33rd CITES Animals Committee held in Geneva, Switzerland, WAZA reinforced our representation on the world stage by attending alongside the French Association of Zoos (AFdPZ), the Association of Zoos & Aquariums (AZA), the European Association of Zoos and Aquaria (EAZA), the Zoo and Aquarium Association Australasia (ZAA), San Diego Zoo Wildlife Alliance, the Zoological Society of London (ZSL) and the Wildlife Conservation Society (WCS).

4 Reputation

Aware that more resources are required to expand our reputation and partnerships, we created the position of Head of Partnership and Advocacy, and welcomed a talented member, Loïs Lelanchon,

on board in June. This addition has significantly increased our capacity to contribute to global forums where conservation and animal welfare policy is developed, namely during 2024 at The Convention on Biological Diversity (CBD) CoP and at the CITES Animal and Standing Committee meetings. In recent months the role has expanded to provide further representation of WAZA into other forums, such as The International Union for Conservation of Nature (IUCN), and expanding to have a broader perspective of legislative initiatives with impact on our progression around the world.

Reflecting on my tenure, I am inspired by the dedication of every Council member, Executive Office colleague, committee volunteer and all WAZA members. Your collaboration has strengthened WAZA's role as a globally recognised and trusted leader for conservation and animal welfare. As I look ahead to the final months of my presidency, I am optimistic about the future we are building – together – for the animals and habitats we serve. Much has been achieved in WAZA's first 90 years and I know that we are all committed to even greater outcomes in our next 90 years.

Ngā mihi/Regards,



Karen Fifield MNZM
WAZA President



Baby Vosseler's blade-horned
chameleon © Tiergarten Schönbrunn



CEO's Letter

Dear WAZA members and partners,

It is with pride and enthusiasm that I present to you the **2024 WAZA Annual Report**. Guided by our enduring commitment to conservation and animal welfare, our 90-year-old association has woven together innovation, collaboration and global advocacy to drive meaningful impact on multiple fronts.

In 2024, WAZA made major strides in global advocacy and policy.

With growing recognition of the role of modern zoos and aquariums in biodiversity conservation, we strengthened our engagement in international forums such as *The Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES)* and *The Convention on Biological Diversity (CBD)*. Our participation at the CBD CoP16 in Cali and the CITES Animals and Standing Committees in Geneva reinforced WAZA's standing as a trusted partner in shaping international wildlife and conservation policy.

We also advanced our work on **animal welfare standards**. Toward the end of the year, we achieved the first part of our *2023 Animal Welfare Goal*, which was originally delayed due to the COVID pandemic. Now all our WAZA Association Members have, or are guided by, a WAZA-validated **Animal Welfare Evaluation Process (AWEP)**. The next phase, to be completed within five years, will see all WAZA member institutions comply with their respective AWEPs. This milestone strengthens our collective reputation, accountability and leadership in animal welfare.

Equally important, we continued to strengthen our community by bringing members together to share knowledge, celebrate progress and define the future of our collective work. In November, over 250 conservation leaders convened at *Taronga Zoo Sydney*, for our **79th WAZA Annual Conference, "Zoos and Aquariums 3.0: Transforming Zoos and Aquariums for 2050."** From keynotes on artificial intelligence and biosecurity to Reverse the Red sessions showcasing species recovery successes, the conference underscored how innovation and collaboration go hand in hand. We proudly honoured **Dr Jenny Gray**

(Heini Hediger Award), the Royal Zoological Society of Scotland (Conservation Award), and Mandai Wildlife Group (Environmental Sustainability Award) for their outstanding contributions. These recognitions highlight the exceptional dedication and expertise that define our membership.

The conference remains the most important annual gathering for our community – a place to exchange ideas, forge partnerships and set our shared direction. This year's edition also saw the renewal of the Memorandum of Understanding with Wild Welfare and progress on the WAZA Declaration "Commitment to Biodiversity Conservation."

Supported by more than 100 signatories, this declaration highlights the crucial role of modern zoos and aquariums in halting biodiversity loss and promoting collaborative, inclusive approaches to conservation. It was shared with the 196 National Focal Points to *The Convention on Biological Diversity* (CBD) to foster increased collaboration with this community.

A further highlight of 2024 was our deepening **collaboration with Reverse the Red**, reinforcing WAZA's commitment to global biodiversity through coordinated species recovery and conservation action. Together, we continued to expand the **Species Pledge**, a fast-growing initiative empowering members and partners to commit to reversing the decline of threatened species by 2030. Since its launch, more than 4,000 pledges have been made – over 70% seeking support in developing strategies and metrics for success. Reverse the Red provides the guidance, tools and capacity-building to turn these pledges into action, enabling zoos and aquariums to play a tangible role in achieving global biodiversity targets.

Together, WAZA and Reverse the Red are driving a global movement that connects institutions, experts and communities – translating ambition into measurable progress for wildlife and people.

As we reflect on 2024 through these milestones, I am deeply grateful for the tireless efforts of the entire **WAZA Executive Office**, our **Council**, and every **committee member**. Through shared vision and collaboration, we have navigated a transformative year together. Moving forward, we remain firmly committed to being a **globally recognised and trusted leader** in advancing conservation and animal welfare.

With warm regards,



Dr Martín Zordan
WAZA CEO



African penguin (*Spheniscus demersus*) © Wrocław Zoo

Greater One-horned Rhinoceros (*Rhinoceros unicornis*)

© Chester Zoo



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

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*

Temminck's Ground Pangolin
(*Smutsia temminckii*)

© Prague Zoo



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



Western lowland gorillas
© Katie Horrocks,
Bristol Zoo Project

WAZA Standing Committees

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

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

Communications

Chair: Sanna Hellström DVM – Helsinki Zoo, Finland



WAZA Welcomes 25 New Members



New Affiliate Member

1. Fondation des Amis du Parc Omega, Canada



New Corporate Members

2. Apple Industries Inc, United States
3. Crossborder Animal Services, Netherlands
4. CS the Critter Saver, United States
5. Instone Air, United Kingdom
6. Intradco Global, United Kingdom
7. MAT Filtration Technologies, Turkey
8. Mobaró, Denmark



New Institutional Members

9. Saudi Entertainment Ventures Company (SEVEN), Saudi Arabia
10. Stantec, United States
11. Verdis Group, United States
12. Columbus Zoo and Aquarium, United States
13. Emirates Park Zoo and Resort, United Arab Emirates
14. Highland Wildlife Park, United Kingdom
15. Jimmy's Farm & Wildlife Park, United Kingdom
16. Louisville Zoo, United States
17. Mandai Wildlife Group – Bird Paradise, Singapore
18. Mandai Wildlife Group – Night Safari, Singapore
19. Mandai Wildlife Group – River Wonders, Singapore
20. Ménagerie du Jardin des Plantes, France
21. National Aquarium, United States
22. San Diego Zoo Safari Park, United States
23. SEA LIFE Aquarium at LEGOLAND California Resort, United States
24. SEA LIFE Sydney Aquarium, Australia
25. The Wilds, United States

Mauve Stinger (*Pelagia noctiluca*) © Loro Parque



Group picture at Taronga Zoo Sydney during the 79th WAZA Annual Conference © WAZA

Key Highlights from the 79th WAZA Annual Conference in Sydney

The 79th WAZA Annual Conference was held from 3 to 7 November 2024 at Taronga Zoo Sydney, bringing together over 250 global conservation leaders under the theme 'Zoos and Aquariums 3.0: Transforming Zoos and Aquariums for 2050'. The event was a platform for insightful dialogue on the future of our community in light of rapid technological change, climate and biodiversity challenges and evolving public expectations.

The opening day featured remarks from WAZA President Karen Fifield MNZM and Taronga Zoo Sydney CEO Cameron Kerr, who underlined the need for transformative thinking – particularly as artificial intelligence (AI) reshapes operations,

and as we face mounting threats such as habitat destruction, biosecurity risks and species decline.

Throughout the week, keynote speakers including Nardi Simpson, Adam Spencer, Nisha Ichida and Tegan Taylor explored themes ranging from First Nations knowledge and AI to marine species recovery and biosecurity. A standout moment was the Reverse the Red presentation, highlighting members who have signed the WAZA Declaration 'Commitment to Biodiversity Conservation' and reaffirmed their resolve to halting extinctions and restoring populations through measurable, collaborative action.

WAZA Hosts its First-Ever Mid-Year Meeting in 2024



WAZA held its inaugural Mid-Year Meeting on 24 to 25 July 2024, marking a significant milestone in our efforts to strengthen year-round engagement with the global zoo and aquarium community. Designed to complement the Annual Conference, the virtual Mid-Year Meeting provided an inclusive platform for dialogue, with nearly 400 registrations and participants.

The two-day event featured presentations, panel discussions and a participatory workshop. Day one opened with remarks from WAZA President Karen Fifield MNZM, followed by case studies from Fundación Zoológica de Cali and Uganda Wildlife Education Centre (UWEC), updates on the WAZA Animal Welfare Goal and the proposed Population Management Goal, and a regional panel including European Association of Zoos and Aquaria (EAZA), the Southeast Asian Zoos and Aquariums Association (SEAZA) and Association of Zoos and Aquariums of Brazil (AZAB).

Day two centred on integrating zoos and aquariums into global conservation, with a high-level panel featuring representatives from The Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES), The Convention on Biological Diversity (CBD) and The International Union for Conservation of Nature – Species Survival Commission (IUCN SSC). The session emphasised WAZA's role in shaping international policy. Additional presentations from United Nations Tourism (UN Tourism), International Fund for Animal Welfare (IFAW) and the World Economic Forum (WEF)

reinforced the community's growing relevance in global sustainability conversations.

This new meeting format reflects WAZA's commitment to accessibility, collaboration and continuous learning. We thank all participants for their valuable contributions and look forward to building on this momentum in the years ahead.

Asian elephants (*Elephas maximus*) © Chester Zoo

Progress on the WAZA Goals: Advancing Animal Welfare, Population Management and Conservation

By Paula Cerdán, WAZA Head of Conservation and Animal Welfare

Update on the WAZA 2023 Animal Welfare Goal (23AWG)

In November 2024, WAZA reached a major milestone with the completion deadline for the WAZA 2023 Animal Welfare Goal (23AWG). A total of 11 member regional associations' animal welfare evaluation processes were successfully peer-reviewed and therefore meeting the Goal, while an additional nine national associations signed the reliance agreement, affirming their compliance through their regional associations. Although one association was unable to meet the goal within the timeframe, WAZA remains committed to supporting the development of animal welfare evaluation processes in regions where these frameworks are not in place.

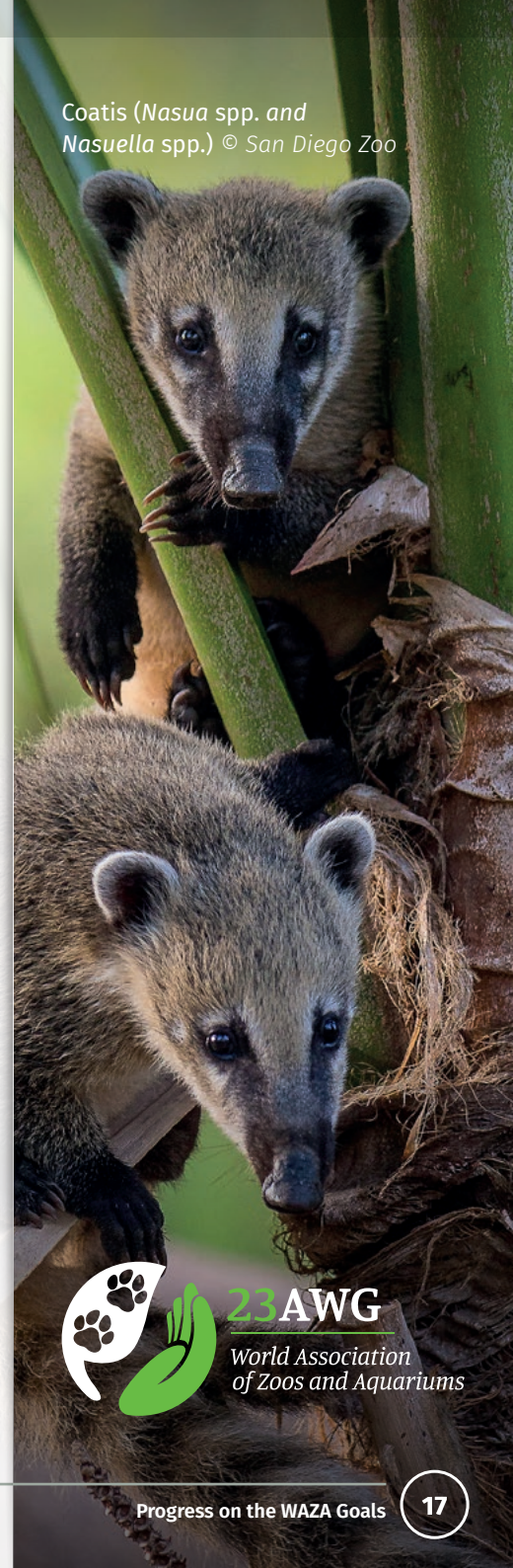
Achieving the 23AWG represents a significant step in WAZA's journey to becoming a globally recognised leader in animal welfare. It confirms that our members are actively engaged in advancing best practices. The next phase for associations is to ensure consistent implementation across their member institutions.



AZAB receiving 23AWG plaque © WAZA



JAZA receiving 23AWG plaque © WAZA





David Field, WAZA CPM Chair, launched the WAZA 27PMG at the 79th Annual Conference © WAZA



Progress Towards the WAZA 2027 Population Management Goal (27PMG)

In 2024, WAZA formally launched the WAZA 2027 Population Management Goal (27PMG) at the 79th WAZA Annual Conference in Sydney. The goal requires regional associations to establish population management frameworks that include specific elements reflecting effective and professional practices.

Throughout the year, supporting documents were compiled, and following this, WAZA initiated a pilot review with member associations: the Association of Zoos and Aquariums (AZA), the European Association of Zoos and Aquaria (EAZA) and the Zoo and Aquarium Association Australasia (ZAA) to test and refine the implementation process. These associations are now on track to meet the 27PMG in 2025, and WAZA will begin the second round of reviews as more associations prepare to advance this goal.



A New Goal for WAZA: The WAZA 2030 Conservation Goal (30CG)

Building on the momentum of the 23AWG and 27PMG, WAZA members adopted Resolution 79.2, committing the association to develop and implement the WAZA 2030 Conservation Goal (30CG).

The 30CG states that by 31 December 2030:

- WAZA member regional associations* will have a process in place requiring their institutional members to actively contribute to halting extinctions, reversing species declines, restoring populations and securing a future for threatened species. This process will include WAZA-approved elements aligned with global biodiversity targets and frameworks.
- WAZA Member regional associations* will have a reporting system in place for institutional members to document their conservation efforts, providing standardised data to WAZA.

* In the absence of a regional association, this responsibility falls to the national association.

Work to define and operationalise the 30CG began in 2025 through a collaborative process involving WAZA committees and members.



Long-snouted seahorse (*Hippocampus guttulatus*)

© Barcelona Zoo

Advancing Global Influence: Elevating the Role of Zoos and Aquariums in International Policy

By Loïs Lelanchon, WAZA Head of Partnerships and Advocacy

In 2024, WAZA made significant progress in positioning our global community as a key stakeholder in international biodiversity policy and advocacy. As global attention intensifies on conservation, wildlife trade and sustainable development, WAZA has amplified its voice in critical decision-making forums to support the collective mission of the world's leading zoos and aquariums.

Recognising the growing importance of strategic engagement in global conservation policy, the WAZA Executive Office introduced a new role of *Head of Partnerships and Advocacy* to unify advocacy efforts, coordinate participation across multilateral processes and consolidate partnerships that advance the goals of our community.

Active engagement in global policy discussions is essential to ensure that the conservation, education and research contributions of zoos and aquariums are recognised and integrated into international frameworks. By participating directly, WAZA helps shape policies that impact wildlife, strengthen our community's legitimacy, and safeguard the ability of members to operate effectively. This strategic approach is already yielding results, enhancing WAZA's capacity to respond to emerging policy trends and advocate effectively for WAZA members.



Whale Shark Conservation Programme © Georgia Aquarium



L'Hoest's monkeys
(*Allochrocebus lhoesti*)
© Zoo Ostrava

Elevating our collective voice in wildlife trade policy

WAZA, in close collaboration with Associations and Institution Members, strengthened our presence and influence within The Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES) by actively participating in the 33rd Animals Committee and the 78th Standing Committee meetings in 2024.

Working with members engaged in wildlife trade policy, WAZA conducted policy analyses on key agenda items, particularly those related to species management and trade regulations. WAZA also contributed to working groups, participated in building consensus around shared priorities, and coordinated or co-delivered strategic interventions during these meetings. These efforts elevated the collective voice of the zoo and aquarium community in CITES discussions and deliberations, highlighting our critical contributions to species conservation and sustainable trade. In doing so, WAZA reinforced the legitimacy, expertise and relevance of our global community in advocating for scientifically-informed and effective wildlife policies.

Supporting global biodiversity targets

A major highlight of the year was WAZA's participation in the 16th meeting of the Conference of the Parties (CoP16) to The Convention on Biological Diversity (CBD), held in Cali, Colombia. With a record attendance of over 23,000 registered participants, this was the first biodiversity CoP since the adoption of the Kunming-Montreal Global Biodiversity Framework (GBF), which outlined the global strategy to halt and reverse biodiversity loss.

In addition to tracking negotiations, WAZA's presence underscored the commitment of zoos and aquariums to implementing the GBF. In parallel, WAZA co-hosted an event at The International Union for Conservation of Nature Special Survival Commission (IUCN SSC) Pavilion alongside the European Association of Zoos and Aquaria (EAZA), the Zoo and Aquarium Association Australasia (ZAA), the Association of Zoos & Aquariums (AZA), the French Association of Zoos (AFdPZ), San Diego Zoo Wildlife Alliance, and Species360. Titled '*Achieving the Targets: The Role of Zoos, Aquariums, and Botanic Gardens for Conservation*', the event featured speakers from co-hosting organisations and partners including IUCN SSC, Botanic Gardens Conservation International, Fundación Zoológica de Cali, Reverse the Red and Zoological Society of London (ZSL).

The discussion showcased the significant role of the *ex situ* community in the post-2020 biodiversity agenda.

The event also served to unveil the **WAZA Members' Commitment to Biodiversity Conservation**, a declaration supported by over 100 signatories. Through this initiative, WAZA members committed to supporting Reverse the Red and promoting species recovery actions and civil society networks to strengthen conservation outcomes.

Enhancing standards in animal air transport

Animal transfers are essential to the operations of modern zoos and aquariums. Ensuring that safety and welfare are prioritised in the air transport of live animals is a shared responsibility. WAZA holds a seat on the Advisory Group that actively contributes in meetings of the Live Animals and Perishables Board (LAPB), which oversees standards under the International Air Transport Association (IATA)'s Live Animals Regulations (LAR).

Through this role, WAZA contributes scientific and technical expertise to shape and revise air transport standards. This engagement ensures that animal welfare, evidence-based practices, and safety remain central to evolving transport regulations. WAZA's ongoing involvement supports members in navigating a complex and changing regulatory landscape, promoting safe and ethical animal transfers globally.

Toco Toucan (*Ramphastos toco*)
© Parque das Aves

Tracking legal and policy trends

Recognising the fast-changing global policy environment, WAZA has begun systematically monitoring legal and regulatory developments that may affect the zoo and aquarium community. By mapping emerging trends across regions, WAZA aims to help members anticipate and prepare for challenges. Over time, this initiative will strengthen the community's collective ability to respond to changes in a timely, coordinated and informed manner, reinforcing the role of modern zoos and aquariums as trusted conservation leaders.

In 2024, WAZA's growing influence across global policy platforms underscored the strength of collective action and the impact of strategic, sustained advocacy. Through targeted interventions and meaningful partnerships, WAZA has laid a solid foundation for long-term policy influence, ensuring the voice of zoos and aquariums continues to be heard, respected and embedded in shaping the global biodiversity agenda. With a full calendar of international engagements in 2025, we stand ready to continue championing a more sustainable future.



90 Years in 90 Images

2025 marks 90 years of the World Association of Zoos and Aquariums (WAZA).

Founded in 1935 as a small network of zoo directors, WAZA has grown into a global organisation uniting modern zoos and aquariums to advance conservation and animal welfare. To celebrate, we present *90 Years of WAZA in 90 Images* – a visual journey through our history and global impact.

- 1** Participants at zoo directors' meetings in Berlin in 1901 and 1905 (© *Berlin Zoo*)
- 2** Participants at the founding meeting of the International Association of Directors of Zoological Gardens in Basel in 1935 (© *WAZA*)
- 3** Participants at the second meeting of the International Association of Directors of Zoological Gardens in Cologne in 1936, pictured at Lake Laacher (above) and in front of the Mülheim-Ruhr Aquarium (© *WAZA*)
- 4** Participants at the 1952 Annual Conference in Rome (© *Spartaco Gippoliti*)
- 5** The second honorary member of IUDZG, Lee Crandall (1952) (© *WCS*)
- 6** Participants at the 1950 Annual Conference in London (© *Dublin Zoo*)
- 7** Participants at the 1971 Annual Conference in Prague (© *Bristol Zoo*)
- 8** Participants at the 2010 Annual Conference in Cologne (© *WAZA*)
- 9** Participants at the International Zoo Associations meeting in Front Royal in 1990 (© *Sally Walker*)
- 10** Participants at the 1975 Annual Conference in Colorado Springs (© *WAZA*)
- 11** Robert Wagner, Roger Wheeler and Kamal Naidu (from left) at the International Zoo Associations meeting in Front Royal in 1990 (© *Sally Walker*)
- 12** Participants at the 1962 Annual Conference in San Diego (© *WAZA*)
- 13** Participants at the 1969 Annual Conference in New York (© *WAZA*)





World Association of
Zoos and Aquariums
WAZA | *United for
Conservation*[®]

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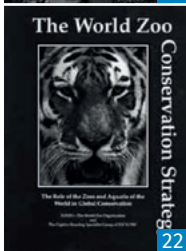
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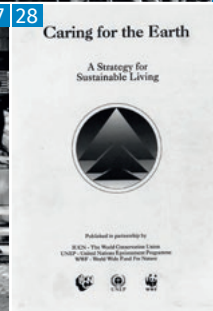
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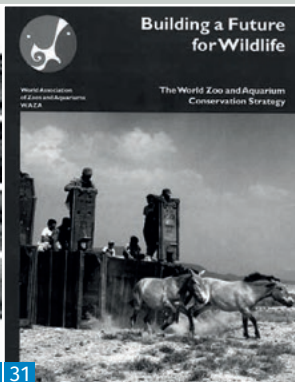
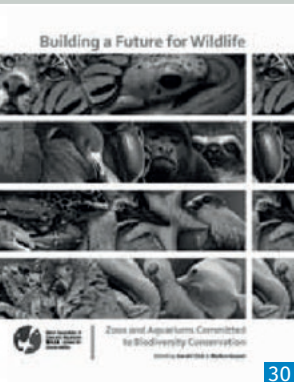
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14 WAZA logo 15 Homepage of WAZA website in 2011
16 Advertisement for the marketing conference in Granby in 2011 A man-made totem as 'marketing action' in Granby in 2011 (© WAZA) 17 Participants at the 1959 Annual Conference in Copenhagen (© WAZA)
18 Participants at the 1963 Annual Conference in Chester (© William Conway) 19 Bernhard Grzimek with okapi in 1974 (© Frankfurt Zoo)
20 Participants at the 1965 Annual Conference in Berlin (© Berlin Zoo)
21 Participants at the 1968 Annual Conference in Pretoria (© WAZA)
22 Cover of The World Zoo Conservation Strategy, published in 1993 23 Zoo people at CITES CoP12 in Santiago in 2002 (© Peter Dollinger) 24 Participants at the 1981 Annual Conference in Washington, DC (© WAZA) 25 Participants at the 1982 Annual Conference in Rotterdam (© WAZA) 26 Lester Fisher, WAZA President 1984–1986 (© Lincoln Park Zoo) 27 Participants at the 1993 Annual Conference in Antwerp (© WAZA) 28 Cover of Caring for the Earth – A Strategy for Sustainable Living, published in 1991 29 Cover of The Ark into the 21st Century, drafted in 1992



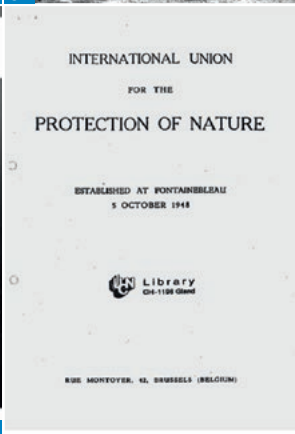
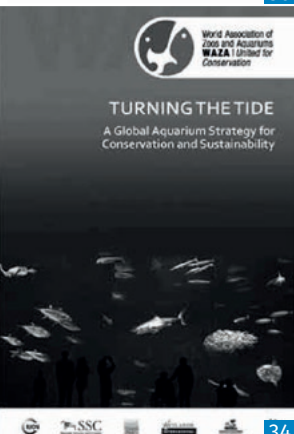
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*World Association
of Zoos and Aquariums*



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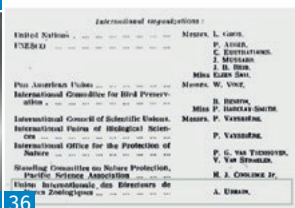


30 Cover of the book *Building a Future for Wildlife – Zoos and Aquariums Committed to Biodiversity Conservation*, published in 2010 31 Cover of *Building a Future for Wildlife – The World Zoo and Aquarium Conservation Strategy*, published in 2005 32 Princess Xenia of Saxony kissing a frog at the Leipzig Zoo during a Year of the Frog event in 2008 (© Leipzig Zoo) 33 Propagation of corals at the New York Aquarium (© Gerald Dick) 34 Cover of *Turning the Tide – A Global Aquarium Strategy for Conservation and Sustainability*, published in 2009 35 Cover of the educational manual *Biodiversity is Life*, produced jointly by WAZA and IZE in 2010 36 Excerpt of the IUCN founding document, with Achille Urbain as IUDZG representative (© IUCN) 37 Participants at the 1974 Annual Conference in Basel (© WAZA) 38 Participants at the 1967 Annual Conference in Barcelona (© WAZA) 39 Participants at the 1977 Annual Conference in Vienna (© WAZA)

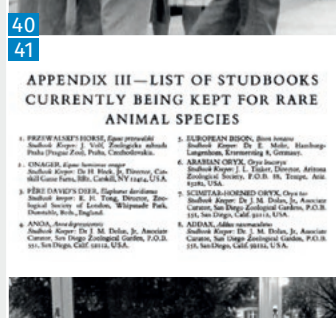


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40 Director Walter Fiedler leading a zoo tour at the 1977 Annual Conference in Vienna (© Vienna Zoo) 41 First list of international studbooks published in volume 6 of the *International Zoo Yearbook* in 1966 42 Peter Dollinger, the first WAZA Executive Director, in the original WAZA Executive Office established in Berne in 2001 (© WAZA)



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43 IUCN Conservation Centre in Gland, WAZA Executive Office as of 1 May 2010 (© *Holcim*)



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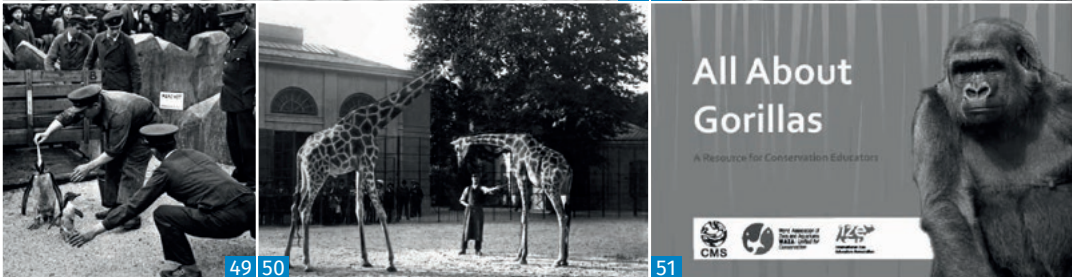
45 Participants the 1978 Annual Conference in Leipzig (© *Jörg Adler*) **46** A view into the Bronx Zoo's Congo Gorilla Forest exhibit. Featured are some members of one of the two gorilla family groups, each of which has an expansive outdoor exhibit area (© *Julie Larsen Maher/WCS*)



47 48

47 Participants at the 1987 Annual Conference in Bristol (© *WAZA*) **48** Participants at the 1956 Annual Conference in Chicago (© *WAZA*)

49 Performing' animal keepers at the Paris Zoo in 1934 (© *Muséum national d'Histoire naturelle*) **50** Performing' animal keepers at the Vienna Zoo in 1910 (© *Vienna Zoo*)



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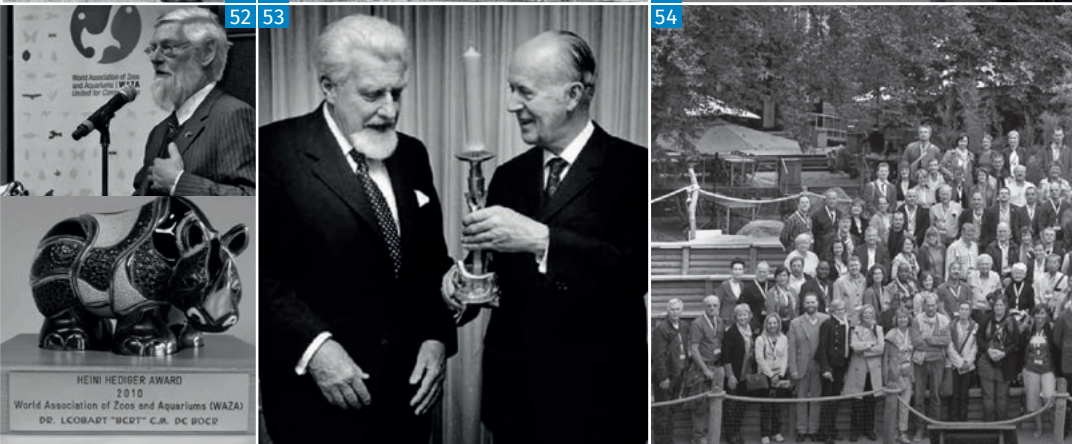
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All About Gorillas

A Resource for Conservation Educators



51 Cover of the educational manual *All about Gorillas*, produced jointly by WAZA and IZE in 2009 **52** Leobert de Boer received the Heini Hediger Award at the 2010 Annual Conference in Cologne (© *WAZA*) **53** Cultural prize of the city of Zurich – Nobel Prize winner Konrad Lorenz (left) and Heini Hediger at the ceremony in 1974 (© *Zurich Zoo*) **54** participants at the 2011 Annual Conference in Prague (© *Tomáš Adamec*)



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HEINI HEDIGER AWARD

2010

World Association of Zoos and Aquariums (WAZA)

DR. LEOBART "BOERT" C.M. DE BOER

55 Until 1991, 1,300 western pond turtles were released, growing the wild population from 150 to an estimated 1,500 turtles (© Ryan Hawk/Woodland Park Zoo) **56** Building a Future for Wildlife – The World Zoo and Aquarium Conservation Strategy, 2005 (© WAZA) **57** Understanding Animals and Protecting Them – About the World Zoo and Aquarium Conservation Strategy, 2006 (© WAZA)

58 Turning the Tide – A Global Aquarium Strategy for Conservation and Sustainability, 2009 (© WAZA) **59** Building a future for wildlife – zoos and aquariums, committed to biodiversity conservation, 2010 (© WAZA) **60** A small harem group of Przewalski's horses near Takhiin Tal in the Great Gobi B Strictly Protected Area (© Chris Walzer/International Takhi Group) **61** Reintroduced semitar-horned oryx in Dghoumes National Park, Tunisia, 1985

(© Tim Woodfine/Marwell Wildlife) **62** Caring for wildlife – the world zoo and aquarium animal welfare strategy, 2015 (© WAZA) **63** Committing to conservation – the world zoo and aquarium conservation strategy, 2015 (© WAZA) **64** Group Photo at the 73rd WAZA Annual Conference, 2018 (© WAZA) **65** WAZA Membership and Events Director, Janet Ho,

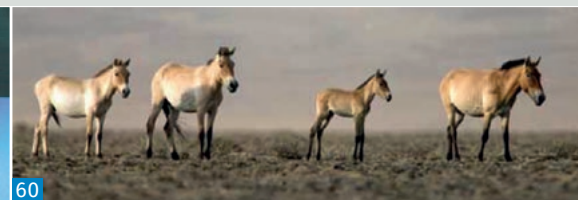
delivered a talk at the Hong Kong Science Museum, titled 'Wildlife conservation – the importance of *in-situ* and *ex-situ* conservation', 2018 **66** Presentation by Jenny Gray at the 74th WAZA Annual Conference, 2019 (© WAZA) **67** Protecting our Planet The WAZA Sustainability Strategy 2020–2030, 2020 (© WAZA) **68** Social Change for Conservation Strategy 2020 (© WAZA) **69** WAZA was one of the founding partners of Reverse the Red, alongside the IUCN Species Survival Commission (SSC)



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70 A sign at the entrance of Yokohama Zoos says “Social change from Zoos” (© *Koichi Murata, 2022*) **71** WAZA CEO Martin Zordan presents at the Nineteenth Conference of the Parties of The Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES), 2022 **72** WAZA 2023 Animal Welfare Goal Logo (© WAZA) **73** Presentation at 77th WAZA Annual Conference, 2023 (© WAZA) **74** Group Photo 78th WAZA Annual Conference, 2023 (© WAZA) **75** WAZA Niche, Our Unique Role, 2023 (© WAZA) **76** Group Photo 79th WAZA Annual Conference, 2024 (© WAZA) **77** Signatories of the WAZA Declaration as of 26 November, 2024 (© WAZA) **78** WAZA receives the Roundtable on Sustainable Palm Oil – RSPO Innovation Award in 2024 (© RSPO) **79** Group Photo 5th Joint Taxon Advisory Group (TAG) Chairs Meeting, 2024 (© WAZA) **80** WAZA 90 Years Anniversary Logo, 2025 (© WAZA) **81** WAZA 2027 Population Management Goal Logo (© WAZA) **82** WAZA 2030 Conservation Goal Logo (© WAZA) **83** WAZA Award Categories, 2025 (© WAZA) **84** Group Photo WAZA Council Meeting in 2025 hosted by Mandai Wildlife Group (© WAZA) **85** Loïs Lelanchon, WAZA’s Head of Partnerships and Advocacy, presenting at the 2025 GA of AfDPZ, 2025 (© WAZA) **86** Martín Zordan, WAZA CEO; Grethel Aguilar, Director General of IUCN; David Field, WAZA Vice President at EAZA Directors Days 2025 **87** Paula Cerdán, WAZA’s Head of Conservation and Animal Welfare, delivered the opening keynote address at 48th AZAB Congress, 2025 (© WAZA) **88** WAZA Magazine Issue #1, 2025 (© WAZA) **89** WAZA President Karen Fifield MNZM and CEO Martín Zordan present at the 2025 JAZA Annual Conference (© *Simon Marsh*) **90** WAZA President Karen Fifield visiting Zoo Negara in Malaysia, 2025 (© WAZA)



WAZA

*World Association
of Zoos and Aquariums*

Strengthening Global Animal Welfare: Renewal of MoU with Wild Welfare

In November 2024, WAZA extended its long-standing relationship with Wild Welfare by signing a renewed Memorandum of Understanding (MoU), reaffirming our joint commitment to improving animal welfare for animals in human care.

Founded in 2012, Wild Welfare is a UK registered charity working globally to improve welfare for wild animals living in human care. They are the first wild animal charity that is solely focused on improving welfare standards for animals in human care, by uniting animal welfare NGOs and wildlife facilities, such as zoos, aquariums and sanctuaries, around the world.

This renewed agreement marked an important milestone in our collaborative efforts, bringing together WAZA's global membership and strategic vision with Wild Welfare's extensive technical expertise. The partnership focuses on the development and implementation of comprehensive animal welfare standards across the WAZA community and beyond.

The MoU includes a structured two-year action plan, with regular joint meetings to assess progress and adapt as needed. The approach aims to ensure continuous improvement in animal welfare outcomes through cooperation, shared resources and aligned priorities.

The renewed collaboration reflects WAZA's commitment to advancing its vision of being a globally recognised and trusted leader in conservation and animal welfare. By working closely with Wild Welfare, WAZA continues to support its members in embedding strong welfare practices and driving meaningful change within zoological and aquarium institutions worldwide.

This partnership is a key component of our efforts to raise the bar for animal welfare and strengthen the role of zoos and aquariums as ethical, impactful institutions dedicated to the care and protection of wildlife.

Ring-tailed Lemurs (*Lemur catta*)

© Cheyenne Mountain Zoo



5th Joint TAG Chairs Meeting Group Photo
© WAZA

Connecting for Population Management and Conservation: 5th Joint TAG Chairs Meeting

In May 2024, the 5th Joint Taxon Advisory Group (TAG) Chairs Meeting was hosted by Edinburgh Zoo, part of the Royal Zoological Society of Scotland (RZSS), bringing together 126 zoo and aquarium professionals from 26 countries and regions. Over two days, participants reconnected, exchanged expertise and explored opportunities to strengthen global collaboration on shared conservation and population management challenges.

A decade since the inaugural meeting, the TAG Chairs Meeting continues to serve as a valuable platform for regional leaders to connect across borders. This year's discussions focused on the role of zoos and aquariums within the broader conservation landscape, particularly in relation to international frameworks such as the Kunming-Montreal Global Biodiversity Framework.

Key topics included aligning efforts with global biodiversity targets, the importance of integrated conservation strategies, and the potential of the WAZA 2027 Population Management Goal to enhance capacity and coordination across regions.

As Paula Cerdán, WAZA's Head of Conservation and Animal Welfare, emphasised:

"Zoos and aquariums are custodians of not only incredibly valuable animal populations, but also incredible amounts of species knowledge and conservation potential. We are part of the solution, and we need to integrate our work as part of larger global conservation strategies. For that, we need to act together as a single force and work harder to drive higher, meaningful and positive impact for wildlife."

While the discussions were diverse, a consistent message emerged: collective action yields greater impact. Whether through shared frameworks, harmonised goals or deeper understanding of regional perspectives, these meetings continue to foster the trust and collaboration essential for meaningful progress.

The 5th Joint TAG Chairs Meeting was a powerful reminder of what can be achieved when our community comes together with a shared vision for wildlife conservation.

Strengthening Global Conservation: WAZA and Reverse the Red Collaboration



The World Association of Zoos and Aquariums (WAZA) and Reverse the Red (RtR) are striving to reinforce their shared commitment to global biodiversity through a strong and continuously evolving partnership. The collaboration spans a number of strategic initiatives designed to support species recovery and strengthen conservation outcomes.

One of the flagship initiatives under Reverse the Red is the **Species Pledge**, a bold and rapidly growing movement that enables WAZA members and other species recovery actors to commit to reversing the decline of threatened species by 2030. This initiative

directly supports countries in delivering on the Kunming-Montreal Global Biodiversity Framework, particularly Target 4, by helping to map, coordinate and mobilise species conservation efforts at scale. Since its launch in 2024, over 4,000 pledges have been made, with more than 70% of contributors requesting support in developing strategies, setting objectives and defining metrics for success. Reverse the Red provides the tools, capacity-building resources and strategic guidance needed to turn these pledges into action, making it possible for zoos and aquariums to play a meaningful role in achieving global species recovery goals.

Hippopotamuses (*Hippopotamus amphibius*) © San Diego Zoo Wildlife Alliance (SDZWA)

The collaboration also played a key role in the success of the **1st World Species Congress**, convened by Reverse the Red, which brought together over 110,000 estimated participants from 203 countries and territories. WAZA actively supported the congress with many WAZA members hosting nearly 100 satellite events around the world, by sharing expertise and amplifying the message of optimism in conservation. The 24-hour, live-translated congress featured more than 160 speakers and served as a powerful platform to unite conservationists, scientists and policymakers worldwide.

Finally, in 2024, a highlight of this collaboration is the WAZA Members' Commitment to Biodiversity Conservation, a declaration supported by over 100 signatories. Through this initiative, WAZA members committed to supporting Reverse the Red and promoting species recovery actions and civil society networks to strengthen conservation outcomes. The declaration encapsulates the role of modern zoos and aquariums in halting biodiversity loss and promoting collaborative, inclusive approaches to conservation. The declaration was shared with the 196 National Focal Points to The Convention on Biological Diversity to foster increased collaboration with this community.

Together, WAZA and Reverse the Red are inspiring a global movement that connects institutions, experts and communities – driving real progress in species conservation.

About Reverse the Red

Reverse the Red is a coalition supporting countries and partners delivering on global biodiversity goals focused on accelerating strategic, recovery-focused action to reverse the negative trends of the IUCN Red List. Reverse the Red brings together a diverse coalition of leading scientists, advocates and partners committed to using a data-driven and science-based approach to assess, plan and act for species conservation. Reverse the Red provides the tools and expertise to empower governments, partners and local communities to set and reach species conservation targets and celebrates and amplifies successful achievements for species. Reverse the Red's Executive Committee includes: Botanic Gardens Conservation International (BGCI), IUCN Species Survival Commission (IUCN SSC), Re:wild, Toronto Zoo, World Association of Zoos and Aquariums (WAZA), and Zoological Society of London (ZSL).



WAZA

World Association
of Zoos and Aquariums



**REVERSE
THE RED**

TO LEARN MORE VISIT
OR FOLLOW ON



European tree frog (*Hyla arborea*)
© Aquazoo Düsseldorf

Meet the WAZA Executive Office

The WAZA Executive Office is proud to support the global zoo and aquarium community through dedicated leadership, collaboration and innovation. Over the past year, our team has continued to grow and evolve to better serve our members and maximise our collective impact. We were delighted to welcome new colleagues in 2025, including Rosa Pons as Head of Communications and Nicole Whittle as Membership & Events Assistant. Their skills and experience further strengthen our capacity to support our mission and community.

North American River Otter
(*Lontra canadensis*) © Akron Zoo



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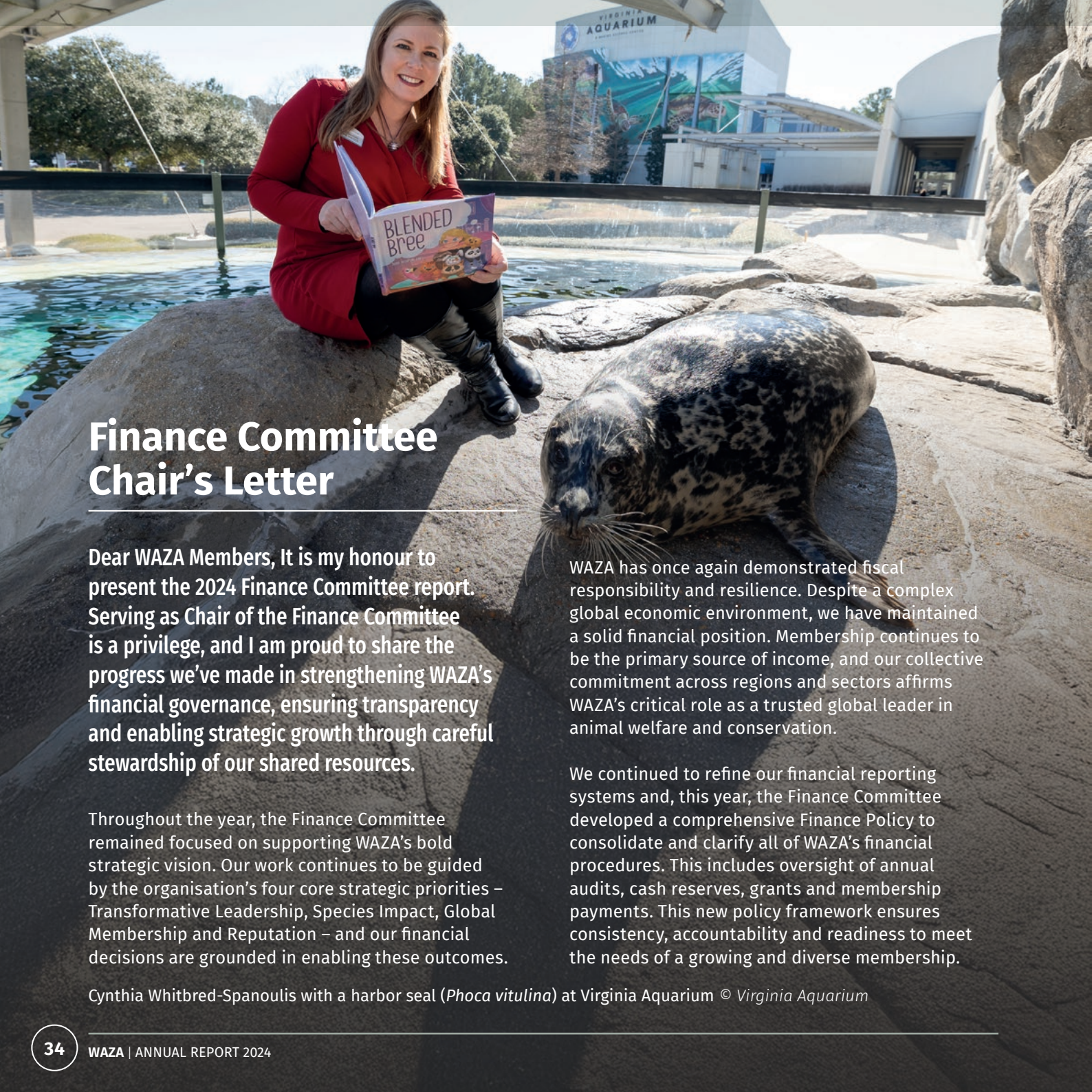


26-30 October 2025

Hosted by the Cali Zoological Foundation

This year's conference celebrates 90 years of WAZA under the theme '**90 Years and Beyond: Uniting for a Thriving Planet**'. Join us to honour the past, share progress, and build a collective vision for a thriving future.





Finance Committee Chair's Letter

Dear WAZA Members, It is my honour to present the 2024 Finance Committee report. Serving as Chair of the Finance Committee is a privilege, and I am proud to share the progress we've made in strengthening WAZA's financial governance, ensuring transparency and enabling strategic growth through careful stewardship of our shared resources.

Throughout the year, the Finance Committee remained focused on supporting WAZA's bold strategic vision. Our work continues to be guided by the organisation's four core strategic priorities – Transformative Leadership, Species Impact, Global Membership and Reputation – and our financial decisions are grounded in enabling these outcomes.

WAZA has once again demonstrated fiscal responsibility and resilience. Despite a complex global economic environment, we have maintained a solid financial position. Membership continues to be the primary source of income, and our collective commitment across regions and sectors affirms WAZA's critical role as a trusted global leader in animal welfare and conservation.

We continued to refine our financial reporting systems and, this year, the Finance Committee developed a comprehensive Finance Policy to consolidate and clarify all of WAZA's financial procedures. This includes oversight of annual audits, cash reserves, grants and membership payments. This new policy framework ensures consistency, accountability and readiness to meet the needs of a growing and diverse membership.

Cynthia Whitbred-Spanoulis with a harbor seal (*Phoca vitulina*) at Virginia Aquarium © Virginia Aquarium

In addition to routine oversight, the Finance Committee reviewed WAZA's performance through quarterly updates on balance sheets, profit and loss and cash flow. These reviews helped ensure alignment with annual goals and positioned us to make informed financial decisions. The 2024 audit is completed showing compliance with international standards and a healthy financial outlook.

As WAZA continues to operationalise the ambitious strategic plan approved by members, we also focused on ensuring our financial infrastructure supports long-term sustainability. The Strategic Fund Policy, implemented last year, continues to guide investments into high-impact initiatives aligned with Council priorities. This year, funds were directed toward conservation programming, governance enhancements and increased member access to professional development opportunities.

We also celebrated the successful launch of the new global membership fee structure. Designed with equity and access in mind, this structure reflects institutional scale and geographic diversity while securing essential revenue for operations. The Finance Committee continues to monitor its implementation to ensure the model remains adaptive, fair and responsive.

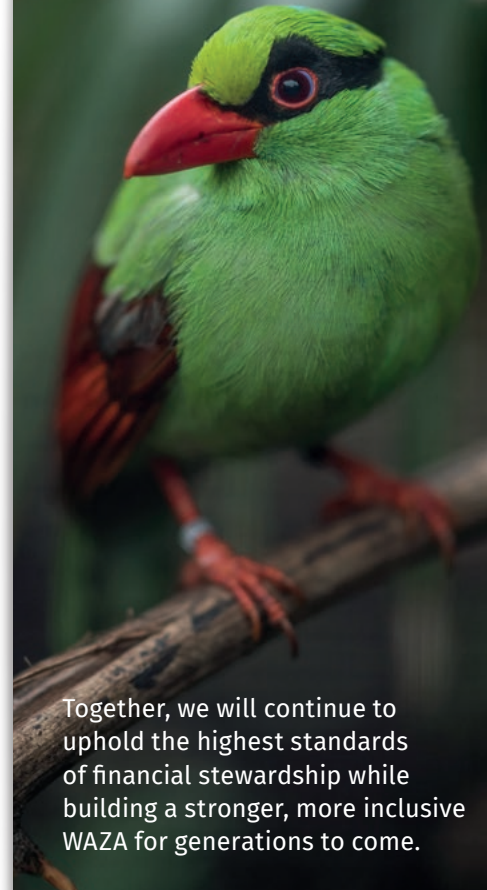
As we reflect on our progress, I want to extend my sincere gratitude to the Finance Committee members whose wisdom and dedication make our work possible. I also want to thank the WAZA staff for their support and collaboration throughout the year.

Looking ahead, our committee remains committed to continuous improvement. In 2025, we aim to:

- Finalise the full Finance Policy for Council adoption and member access
- Refine financial tools to enhance forecasting and planning
- Streamline payment and billing systems for improved efficiency
- Support sustainable growth through proactive financial planning

In closing, I want to thank each of you – WAZA's members – for your ongoing support. Your engagement and commitment empower us to sustain the work that matters most: protecting wildlife, elevating animal welfare and advancing our shared mission.

Javan Green Magpie
(*Cissa thalassina*)
© Chester Zoo



Together, we will continue to uphold the highest standards of financial stewardship while building a stronger, more inclusive WAZA for generations to come.

Warm regards,

Cynthia Whitbred-Spanoulis
Chair of the WAZA Finance
Committee



Balance Sheet

Data in EUR	Actual 2023	Actual 2024
A) NON-CURRENT ASSETS	511 177,48	709 096,97
Tangible assets	3 638,49	5 256,33
Long-term financial investments	507 538,99	703 840,64
B) CURRENT ASSETS	691 274,80	686 864,90
Trade and other accounts receivables	0,00	2 580,00
Users and trade receivables	0,00	2 580,00
Short-term deferred expenses	5 508,75	5 976,32
Cash and cash equivalents	685 766,05	678 308,58
TOTAL ASSETS (A + B)	1 202 452,28	1 395 961,87
A) NET WORTH	1 145 097,65	1 295 300,59
Equity	1 145 097,65	1 295 300,59
Surplus from previous years	999 550,48	1 145 097,65
Surplus of the year	145 547,17	150 202,94
B) NON-CURRENT LIABILITIES	0,00	0,00
C) CURRENT LIABILITIES	57 354,63	100 661,28
Short-term liabilities	3 847,19	4 033,20
Trade accounts payable and other payable	46 907,44	96 628,08
Trade accounts Payable	16 896,88	24 395,31
Employees (Salaries pending payment)	0,00	21 156,42
Current tax liabilities and Other debts with Public Admin	30 010,56	51 076,35
Short-term deferred income	6 600,00	0,00
TOTAL NET WORTH AND LIABILITIES (A+B+C)	1 202 452,28	1 395 961,87

Profit and Loss Account

Data in EUR	Actual 2023	Actual 2024	2024 vs 2023	%
INCOME				
Membership Fees	855 937,01	1 099 622,00	243 684,99	28,47%
Sponsorship & Donations	855,00	8 408,00	7 553,00	883,39%
Sales & Services	12 664,76	9 469,03	-3 195,73	-25,23%
Total	869 456,77	1 117 499,03	248 042,26	28,53%
EXPENDITURE				
Salaries	361 139,21	556 123,38	194 984,17	53,99%
Benefits	12 776,89	18 443,04	5 666,15	44,35%
Consultants & Training	32 650,06	33 204,90	554,84	1,70%
Travel	52 724,98	67 075,28	14 350,30	27,22%
WAZA Grants	56 778,12	97 615,70	40 837,58	71,92%
Office Rent	38 827,23	39 926,70	1 099,47	2,83%
Marketing	31 906,07	32 031,44	125,37	0,39%
Legal & Accounting	52 432,53	46 750,41	-5 682,12	-10,84%
Office Expenses	18 929,19	23 416,79	4 487,60	23,71%
Bank Charges	2 673,83	2 483,95	-189,88	-7,10%
Others	50,00	819,15	769,15	-
VAT non deductible/Taxes	40 642,45	34 940,10	-5 702,35	-14,03%
Debtors	15 360,31	7 500,00	-7 860,31	-51,17%
Events	7 018,73	6 965,25	-53,48	-0,76%
Contingency	0,00	0,00	0,00	-
Total	723 909,60	967 296,09	243 386,49	33,62%
BALANCE	145 547,17	150 202,94	4 655,77	3,20%



WAZA Committee Reports

WAZA Standing Committees

Ethics and Animal Welfare Committee (EAWC)

Chair: *Alejandro Grajal, Woodland Park Zoo*

In 2024, the primary focus of the Ethics and Animal Welfare Committee (EAWC) was to support the final regional and national associations in their assessments to meet the WAZA 2023 Animal Welfare Goal (23AWG). By the end of the year, 11 regional associations had been confirmed by WAZA, while an additional nine national associations signed the reliance agreement, signifying compliance via other regional associations.

The EAWC also advanced the development of a framework and criteria for a future WAZA Animal Welfare Award, with plans for final approval in 2025. The ethical subcommittee progressed in updating the WAZA Ethical Concerns and Inquiry process, aligning it with the new Code of Ethics. Additionally, the Committee began a comprehensive review and update of the WAZA 2015 Animal Welfare Strategy, forming a taskforce with 45 contributing authors from more than 35 different organisations, and compiled the first draft of the updated document. More information under the [Associations Committee Update](#).

Finance Committee

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

The WAZA Finance Committee met quarterly throughout 2024 to provide oversight and guidance on the organisation's revenues, expenditures, financial accounts and annual audit. The Committee also reviewed and provided recommendations on financial matters as delegated by the WAZA Council.

Membership Committee

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

In 2024, the Membership Committee played a pivotal role in supporting WAZA's strategic priorities and enhancing global representation. Key achievements included:

- **Membership Growth:** The Committee reviewed and recommended 25 new applicants for WAZA membership, comprising 14 Institution Members, 10 Corporate Members and 1 Affiliate Member. This growth reflects the success of WAZA's revised membership fee structure and growing ability to attract a broader membership.
- **Strengthening the Application Process:** A comprehensive review of the membership application and eligibility criteria across all membership categories was finalised, enhancing the integrity and transparency of the process.
- **Global Representation Strategy:** In alignment with the WAZA Strategic Priority 'Global Members', the Committee helped ensure greater inclusion of aquariums and improved regional balance.
- **Operational Deliverables:** The Committee provided timely reporting to Council and ensured alignment of new applications with WAZA's strategic direction and vision.

Nominating Committee

Chair: Clément Lanthier, Calgary Zoo

As 2024 was not an election year, the Nominating Committee remained inactive in preparation for the 2025 WAZA Council election.

Gharial (*Gavialis gangeticus*)

© Prague Zoo

Committee for Population Management (CPM)

Chair: David Field, Royal Zoological Society of Scotland Edinburgh Zoo (RZSS)

In 2024, the CPM focused on preparing and delivering two major initiatives: the 5th Joint Taxon Advisory Group (TAG) Chairs Meeting and the official launch of the WAZA 2027 Population Management Goal (27PMG).

In preparation for the 5th Joint TAG Chairs Meeting in Edinburgh, the Committee collaborated with the Royal Zoological Society of Scotland (RZSS) and The European Association of Zoos and Aquaria (EAZA) to develop the event programme and manage travel grants, resulting in a successful meeting hosted at Edinburgh Zoo.

Following Council's approval of the 27PMG in 2023, the CPM finalised the framework and supporting documentation, conducted pilot reviews with three member associations, and officially launched the goal at the 79th WAZA Annual Conference in Sydney, Australia. Regional associations have since begun working towards meeting the goal.

In addition, the CPM continued its review of the International Studbook (ISB) and Global Species Management Plans (GSMP) frameworks. The Committee approved five ISB keeper transfers, the creation of one new ISB, and received 22 published ISBs.

WAZA Non-Standing Committees

Associations Committee

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

The Associations Committee met twice in 2024: virtually in July and in a hybrid format in November. Discussions included updates on emerging legislative proposals and key initiatives such as WAZA Goals and Reverse the Red initiative. A major achievement was the peer review process, where the majority of associations assessed one another's animal welfare evaluation processes to ensure compliance with the 2023 Animal Welfare goal.

In addition to the six associations that had previously met the 23AWG, a further three also became compliant in 2024: the Association of Zoos and Aquariums of Brazil (AZAB), the British and Irish Association of Zoos and Aquariums (BIAZA), the Eurasian Regional Association of Zoos and Aquariums, the Japanese Association of Zoos and Aquariums (JAZA) and the Southeast Asian Zoos and Aquariums Association (SEAZA). Other associations chose to rely on existing approved evaluation processes from compliant associations, rather than develop their own.

Conservation and Environmental Sustainability Committee (CESC)

Chair: *Judy Mann-Lang, Two Oceans Aquarium*

To support the 2024 work plan, the Committee divided into two subcommittees:

- **Conservation Sub-committee:** Key work included the development and unanimous approval of WAZA Resolution 79.2, committing to the development of the WAZA 2030 Conservation Goal (30CG) that will see member institutions actively contributing to halting extinctions, reversing declines, restoring populations and securing a future for threatened species. This will enable regional association members to have a system in place for their zoo and aquarium members to document and report on their conservation efforts. The working group met fortnightly to prepare for a 2025 planning workshop.
- Additional projects included a WAZA×CBD Short Guide. This resource outlines the role of zoos and aquariums in supporting the Kunming-Montreal Global Biodiversity Framework, with a focus on targets to halt species extinction and reduce biodiversity loss. Work has also begun on revising the WAZA Conservation Strategy.
- **Environmental Sustainability Sub-committee:** Highlights included the Roundtable on Sustainable Palm Oil (RSPO) Innovation Award for the WAZA PalmOil Scan App, the initiation of a global Resource Hub for sustainability guidance, the drafting of an Environmental Sustainability Management Plan template and the launch of a Sustainable Feed Sourcing project.

Emerald tree boa (*Corallus caninus*) at Barcelona Zoo

© Paula Cerdán/WAZA

The CESC awarded the Royal Zoological Society of Scotland (RZZS) the 2024 WAZA Conservation Award for its work in reintroducing the Eurasian Beaver to Scotland. It also presented the 2024 WAZA Environmental Sustainability Award to Mandai Wildlife Group, recognising its achievement as the first zoological organisation to have its Net-Zero science-based targets validated by the Science Based Targets Initiative (SBTI) and its influence on Singapore's public and business community regarding best sustainable practices.

Aquariums Committee

Chair: *Peggy Sloan, Shedd Aquarium*

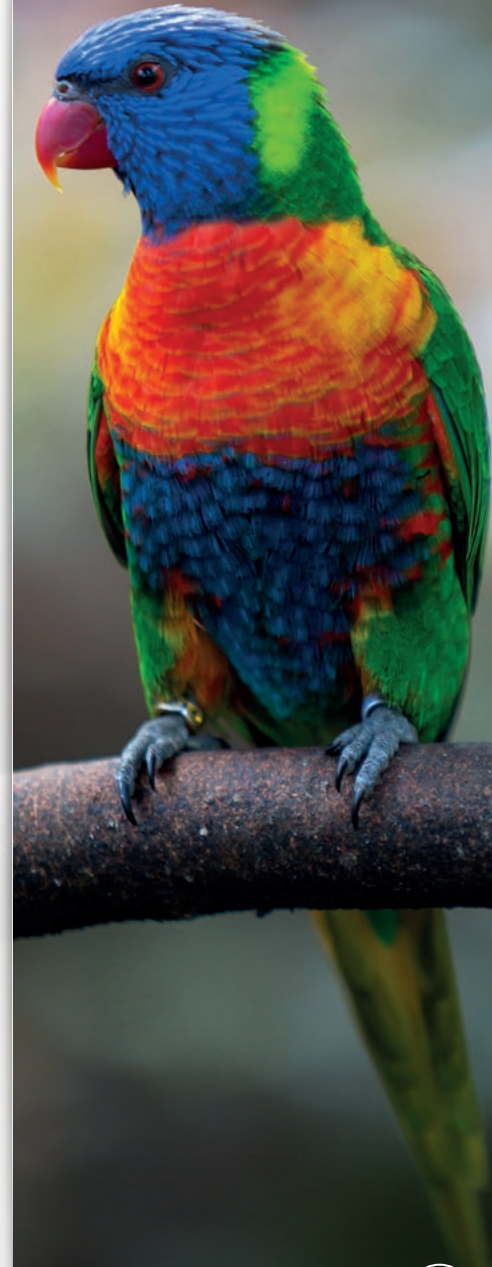
The Aquariums Committee adopted a focused work plan extending through 2025. The plan prioritises the sustainability of marine fish acquisitions, emphasising supply chain verification and fostering trust-based communities among WAZA and International Aquarium Congress (IAC) members. A significant milestone in 2024 was the AZA's adoption of ethical acquisition standards and the promotion of stronger member engagement. This included the development of a bridge mechanism to support members transitioning to best practices, notably through the launch of a Consolidated Supplier Reference (CSR) website hosted by AZA to assist in supply chain transparency. Enhanced communication initiatives within both IAC and WAZA have led to expanded engagement and collaboration among aquariums worldwide. Building on strong progress made in 2024, the WAZA Aquariums Committee is set to maintain momentum, focusing on verifying marine aquarium fishes supply chains and advancing these initiatives through 2025 and into 2026.

Communications Committee

Chair: *Sanna Hellström, Helsinki Zoo*

In 2024, the WAZA Communications Committee developed a comprehensive workplan to define the structure and priorities for the Association's communications function. The Committee advanced strategic communications around key global forums, including the CBD COP16 in Cali, Colombia, and produced a first draft of WAZA's target audience and messaging strategy, outlining expectations for Committee support. In addition, members contributed to the development of the first draft of WAZA's Crisis Communications Plan, ensuring a more robust framework for responding to reputational challenges.

Rainbow Lorikeet
(*Trichoglossus moluccanus*)
© Parque das Aves



WAZA Membership

WAZA Membership as of 31 December 2024

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Diversity of fish species
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