About WAZA

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

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

Vision

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

Mission

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

As I have been known to say over the past year, I am the first President and hopefully the last one in WAZA’s history to work only locally. My team (the Executive Office and Council) and I continued to do what WAZA is famous for: thinking globally and acting locally, as the pandemic forced us all to a grinding halt, closing the doors of our zoos and aquariums for long periods. In some regions our members faced multiple lockdowns and a lot of uncertainty about their futures and whether they would be able to survive the year. To provide support to you all during this difficult time, WAZA worked hard to provide resources and create webinars for use as guidance tools to navigate the crisis. We hope that you found them helpful.

In the first quarter of the year, after an extensive search, we appointed Dr Martín Zordan as WAZA Chief Executive Officer (CEO). An incredibly high calibre of candidates applied for the role, but he emerged as the clear choice. During his time as interim CEO of WAZA, he had proven to be a very effective leader, distinguishing himself through service and results.

While we were all unable to travel in 2020, WAZA continued to represent our members globally. We worked with Expedia on their animal welfare policy with several of our regional and national association members, ensuring that WAZA members are represented and promoted in the new policy. This is especially important as several travel companies have recently stopped working with some zoos and aquariums due to pressure from activists.

We conducted our annual membership survey in 2020 to continuously evaluate the benefits and services we provide to our members and as a reciprocal process – to hear what you need from us. Thank you to everyone who participated and provided feedback. It is only with this feedback that we are able to adapt. WAZA is the global voice of progressive, influential and scientifically run zoos and aquariums, and we want to make sure that our voices are being heard.

Despite the challenges, we had a positive year. We launched two new strategies, one of which was created with the International Zoo Educators Association (IZE) - a big thank you to the writing teams on both strategies for all your hard work. I am proud that WAZA provides resources and tools for our members which have been created collaboratively. We also had a successful Annual Conference online, adapting to an entirely new format. We provided flexibility on membership payments for our members, which resulted in a high membership retention rate of over 95%. We were also able to welcome several new members to our global community which is extremely valuable in strengthening our position where Zoos, Aquariums and their partners play an important role in conservation, education and research.

I would like to thank all of our members for your continued trust in WAZA. As a community we are so much stronger when we work together and this is the approach we want to intensify in the future – with the One Plan Approach and Reverse the Red!

Take care and all the best,

Prof Theo Pagel
WAZA President

President’s Letter
2020 was a challenging year for everyone. Some of us were privileged to experience the pandemic with fewer losses than others. In my case, I was appointed as WAZA Chief Executive Officer (CEO) in April 2020, after a year in the role of interim CEO. The first months of the year included a dose of uncertainty on how to most effectively support the WAZA members and Executive Office team during such a challenging time. While it was frustrating to accept there were only a limited number of things we could do in the face of a global pandemic, eventually we found ways to be present and provide a platform for members in different regions of the world to share lessons and offer moral support. However, it was difficult to witness many members having no choice but to lay off staff and delay many of the key initiatives they had in the pipeline.

Nevertheless, over time and as a result of valuable conversations, a more profound sense of the importance of progressive zoos and aquariums has grown. The crisis has reinforced our role in society as leaders in the protection of threatened and endangered species, and contributors to vital conservation on a global scale.

As it was not possible to meet in San Diego for the 75th WAZA Annual Conference, the pandemic forced us to adapt and hold our first-ever WAZA Virtual Conference which turned out to be the highlight of the year. Thanks to the San Diego Zoo Wildlife Alliance who had been diligently preparing a great conference for us prior to the pandemic circumstances.

So why was this particular conference so rewarding? For me, it was the fact that it allowed us to celebrate the work we were able to accomplish in 2020. We launched two new strategies that address essential matters for our future: sustainability and social change – the latter through conservation education. Both are incredibly relevant topics as we envisage what a post-covid world will look like.

We also shared progress being made towards the WAZA 2023 Animal Welfare goal – an ambitious target where WAZA national and regional associations must have an animal welfare evaluation process in place by 2023 that will include specific elements approved by WAZA. The goal will enable all WAZA members to prove that their facilities meet high standards of animal welfare, and it will also bring consistency across our membership while still respecting national and regional perspectives and current structures in place.

I end my letter with what I learned in 2020. Time is limited, and it is not guaranteed. This became more evident to me as many people I admire from our global community retired or announced their retirement throughout the year. Therefore, we need to make the changes we want to see sooner rather than later, as we only have a small window of time to make the difference. I, therefore, invite you to make a difference with me and WAZA in the time we have together.

A big thank you to the WAZA Executive Office, the WAZA Council, the Association members of WAZA, our Committees, and of course to all our valued members for moving forward together in a challenging year.

Sincerely,

Dr Martin Zordan
WAZA CEO
WAZA Council
2020

President: Theo Pagel
Cologne Zoo | Germany

Vice President: Clément Lanthier
Calgary Zoo | Canada

Immediate Past President*: Jenny Gray
Melbourne Zoo/Zoos Victoria | Australia

Region I: Canada and the United States of America

Bob Chastain
Cheyenne Mountain Zoo | United States

John Frawley
Minnesota Zoo | United States

Patricia Simmons
North Carolina Zoo | United States

Region II: Europe and the Middle East

James Cretney
Marwell Wildlife | United Kingdom

Thomas Kaufflos
Opel-Zoo | Germany

Radosław Ratajczak
Wrocław Zoo | Poland

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)

Mike Barclay
Wildlife Reserves Singapore | Singapore

María Clara Domínguez
Cali Zoo | Colombia

Karen Fifield
Wellington Zoo | New Zealand

Association Seats

Nicola Craddock
Zoo and Aquarium Association (ZAA) | Australia

Myfanwy Griffith
European Association of Zoos and Aquaria (EAZA) | The Netherlands

Craig Hoover
Association of Zoos and Aquariums (AZA) | United States

Alexandra Guerra
Latin American Zoo and Aquarium Association (ALPZA) | Chile

Observer Seats*

Kira Mileham
IUCN Species Survival Commission (SSC) | United States

Simon Tonge
Paignton Zoo/Wild Planet Trust | United Kingdom

Tom Schmid
Texas State Aquarium | United States

*Based on the 2019 newly approved bylaws, these positions are non-voting seats.
WAZA Standing Committees

Ethics and Animal Welfare
Chair: Karen Fifield (Wellington Zoo)

Committee for Population Management
Chair: Simon Tonge (Paignton Zoo/Wild Planet Trust)

Finance
Chair: James Cretney (Marwell Wildlife)

Membership
Chair: Thomas Kauffels (Opel-Zoo)

Nominating
Chair: Jenny Gray (Melbourne Zoo/Zoos Victoria)

WAZA Non-Standing Committees

Associations
Chair: Myfanwy Griffith (EAZA)

Aquariums
Chair: Tom Schmid (Texas State Aquarium)

Enterprise
Chair: John Frawley (Minnesota Zoo)

Conservation and Environmental Sustainability
Chair: Mike Barclay (Wildlife Reserves Singapore)

Palm Oil Subcommittee
Chair: Bob Chastain (Cheyenne Mountain Zoo)

Sustainability Subcommittee
Chair: Karen Fifield (Wellington Zoo)
In April 2020, the WAZA Council appointed Dr Martín Zordan as WAZA’s Chief Executive Officer. Prior to the appointment, Dr Zordan acted as Interim CEO for the association. Zordan trained as a veterinarian and has a diverse professional background in science and conservation, which culminated in his work as Executive Director of the Latin American Association of Zoos and Aquariums (ALPZA). This was followed by his role as the WAZA Director of Conservation, and subsequently as the Interim CEO of WAZA. Zordan was in the Interim CEO position for a period of 12 months prior to his appointment.

As WAZA member zoos and aquariums around the world closed their doors for extended periods, WAZA provided and shared resources to help guide members through the unprecedented crisis.

A series of webinars hosted by WAZA provided guidance and shared experiences from fellow members. Additionally, the IUCN Species Survival Commission (SSC) kindly provided a letter of support to WAZA members to assist them in seeking support on reopening or inclusion in relief efforts. The letter acknowledged the crucial role WAZA members play in ensuring species survival. Additionally, a letter of excellency was offered by the WAZA President to all members. A WAZA panel on Covid lessons learnt took place at the 75th WAZA Conference.

The WAZA office monitored the opening status of institutional members throughout the year.
WAZA Welcomed New Members

Despite the challenging year for everyone globally, WAZA was happy to welcome five new members in 2020 – three Institutional members and two Corporate members, as well as seven Life members.

New Institutional Members
- Aquário Marinho do Rio de Janeiro (AquaRio), Brazil
- L’Aquàrium de Barcelona, Spain
- Toyohashi Zoo and Botanical Park, Japan

New Corporate Members
- Hanart Culture LLC, United States
- Immotion Group, United Kingdom

Life Members
The following people received WAZA Life Membership to recognise their longstanding dedication and contribution to the zoo and aquarium community:
- Dr Alex Rübel, Director Emeritus, Zoo Zürich, Switzerland
- Bo Kjellson, CEO Emeritus, Borås Djurpark, Sweden
- Carol Kruse, Director Emeritus, Zoo Miami, United States
- Leo Oosterweghel, Former Director, Dublin Zoo, Ireland
- Prof Dr Michael Böer, Director Emeritus, Zoo Osnabrück, Germany
- Prof Dr Miklós Persányi, Director Emeritus, Budapest Zoo and Botanical Garden, Hungary
- Terrie Correll, Former President/CEO, Tulsa Zoo, United States
WAZA’s First Virtual Annual Conference

As the world ground to a halt in 2020, travel was abandoned and in-person meetings were not possible, the 75th WAZA Annual Conference went virtual for the first time in the association’s history. Because the organisation of the virtual conference was entirely in-house, the WAZA Executive Office was able to generate some revenue from exhibitor and sponsorship opportunities at the virtual conference. The funds received will go towards funding travel grants for future conferences.

The new virtual format meant far more WAZA members were able to join the conference, with over 700 registrations from 48 countries and regions. The conference addressed a range of topics, such as Covid, conservation, sustainability, diversity and inclusion, as well as updates on WAZA activities.

Keynote speakers included, Elizabeth Maruma Mrema, Executive Secretary of the Convention on Biological Diversity (CBD) who praised the valuable role of zoos and aquariums in conservation and conservation education. Ivonne Higuero, Secretary-General of the Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES) discussed the importance of the collaboration between zoos and aquariums with CITES. While, James Gomme, Director of Sustainable Development Goals from the World Business Council for Sustainable Development spoke about the vital role that zoos and aquariums contribute to the Sustainable Development Goals (SDGs), and Sahil Merchant, a partner at McKinsey & Company, shared an inspiring presentation on leadership.

The Detroit Zoological Society, in the United States of America, was presented with the WAZA Environmental Sustainability Award for the zoo’s sustained efforts to reduce its ecological impact through waste reduction and avoidance. Through its sustainability programme, the zoo has become the first zoo in North America to build and implement an anaerobic digester to compost manure and food waste.

And the WAZA Conservation Award was awarded to Georgia Aquarium, in the United States of America, for its robust and holistic approach to whale shark conservation, balancing scientific learning, habitat protection, education, capacity building and advocacy to improve the outcomes for this charismatic species since 2004.

The top honour of the year, the Heini Hediger Award, was presented to Prof Dr Jörg Junhold, Director of Zoo Leipzig, in recognition of his outstanding service and life-long commitment to the zoo community.
Collaboration with Expedia

WAZA along with the Association of Zoos and Aquariums (AZA), the Zoo and Aquarium Association Australasia (ZAA) and the European Association of Zoos and Aquaria (EAZA) worked with Expedia to develop their animal welfare policy, particularly with regards to our members. After numerous discussions with the online travel shopping company, Expedia launched its animal welfare policy which promotes zoos and aquariums which are members of WAZA and/or of WAZA’s recognised regional and national association members.

WAZA Strengthened Collaboration with Wild Welfare

In September 2020, WAZA officially joined forces with NGO Wild Welfare to collaboratively achieve high standards of animal welfare in zoos and aquariums around the world. Although the two organisations have had a long history of working together, the partnership was officially formalised and strengthened with the signing of a Memorandum of Understanding (MoU). The agreement aims to foster and promote a shared commitment to improving welfare for animals in human care. Additionally, it entails Wild Welfare supporting WAZA with the WAZA 2023 Animal Welfare Goal.
Launching Two WAZA Strategies

At the 75th WAZA Annual Conference, WAZA was delighted to launch two brand new strategies – the Sustainability Strategy and the Conservation Education Strategy. The latter was created in collaboration with the International Zoo Educators Association (IZE).

Protecting Our Planet, The WAZA Sustainability Strategy 2020-2030 was created by a subcommittee of the WAZA Conservation and Environmental Sustainability Committee led by Karen Fifield. The Strategy acts as a guide for WAZA members to help them achieve sustainability outcomes crucial to progressive conservation organisations. The Strategy uses a framework of addressing areas of the Sustainable Development Goals (SDGs) where our profession has the most influence through their onsite and offsite programmes. It explains each SDG in detail and provides guidelines on how zoos and aquariums can address each goal. Since its launch the Sustainability Strategy has been translated into eight languages.

Social Change for Conservation: The World Zoo and Aquarium Conservation Education Strategy is the first unified global strategy on conservation education. It was created in collaboration with IZE to lead and support members of both associations, colleagues, and the wider zoo and aquarium community to build expertise, leadership, and capacity in quality conservation education. Through its set of recommendations, Social Change for Conservation guides zoos and aquariums to achieve educational and social outcomes crucial to their organisational mission. Since its launch, the Conservation Education Strategy has been translated into five languages.

Both strategies are available on the WAZA website.

WAZA 2023 Animal Welfare Goal

WAZA continued to make progress towards the 2023 Animal Welfare Goal, which states that by 2023:

- WAZA national and regional associations must have an animal welfare process in place, and such a process must include specific elements approved by WAZA.
- All WAZA institutional members must be compliant with this process.

In 2020, WAZA conducted a gap analysis of the existing regional and national associations’ animal welfare processes. The WAZA Ethics and Animal Welfare, Membership, and Associations Committees then followed this with the development of the WAZA Assessment Tool, which will help assess compliance with the eight criteria that the Animal Welfare Evaluation Processes of the regional and national associations will need to meet to help achieve the 2023 Goal.

The development and review of the Assessment Tool approved by the WAZA Council has led to the following being achieved:

- New action plan for 2021 and next steps, which includes pilot evaluations of two associations’ animal welfare evaluation processes.
- Development of documentation for associations to formalise their reliance on other association’s Animal Welfare Evaluation Processes, for example national associations opting for reliance on a relevant regional association.
- Clarity on some definitions in the Animal Welfare Evaluation Process – WAZA Assessment Tool glossary.

Photo: Children meeting penguins © Dr Koichi Murata/ZOORASIA
Yokohama Zoological Gardens
Reverse the Red

WAZA continued to be a part of the Reverse the Red movement in 2020 as a founding partner, alongside the IUCN Species Survival Commission and other leading partners. Reverse the Red is a collaborative and global effort aimed at reversing the current trends of species extinction, by providing the tools and partnerships to unite stakeholders and catalyse conservation impact.

Originally, the Reverse the Red partners had planned to officially launch the movement at the IUCN World Conservation Congress in September 2020, however the congress ended up being moved to 2021 because of the pandemic. Instead, the partners decided to organise a series of webinars throughout the year, introducing audiences to the concept of Reverse the Red. The webinars, moderated by WAZA Immediate Past-President Dr Jenny Gray, brought together a gamut of speakers to discuss causes, trends and solutions to the biodiversity crisis, and to try to understand what it will take for our collective efforts to Reverse the Red.

To watch the series of webinars, please visit reversethered.org

Launch of the WAZA Animal-Visitor Interaction Guidelines

WAZA launched the updated WAZA Animal-Visitor Interaction (AVI) Guidelines in May 2020. Originally published in 2016, the Guidelines were entirely revised and updated by the WAZA Ethics and Animal Welfare Committee led by Committee Chair, Karen Fifield.

The Committee worked with representatives from the different regions to conduct a review that is representative and inclusive of the views of WAZA members from different parts of the world. The AVI Guidelines are based on the scientific recommendations provided in the World Zoo and Aquarium Animal Welfare Strategy, and the 2003 WAZA Code of Ethics and Animal Welfare. They provide guidance on promoting animal-visitor interactions that prioritise positive animal welfare.

The Guidelines have been translated into seven languages and are available on the WAZA website.
Nature Connect Grants

The WAZA Nature Connect Grants programme came to an end in 2020 after four successful rounds of conservation action grants. The programme was launched in 2017 to provide grants to WAZA members to develop initiatives that inspire children, their families and local communities to connect with nature and take action to support its conservation. More than USD 1 million was awarded to WAZA members in 32 countries and regions around the world, funding 55 different projects which saw nearly 5,000 families taking conservation action.

The Nature Connect Grants programme was made possible as a result of the generous funding by the Disney Conservation Fund, and the expertise of the International Zoo Educators Association (IZE).

WAZA is working with researchers at Chester Zoo to evaluate the results of the programme.

- **4 ROUNDS**
- **USD 1.1M awarded**
- **55 projects have been awarded funding**
- **4,750 families**
- **20,000 individuals have been reached**
- **32 countries/regions around the world**
- **5,400 hours have been spent in nature**
- **1,000 conservation actions have taken place**
Chair of the Finance Committee’s Letter

For the second year in a row, I want to express my gratitude to all WAZA members for their continued support. Like the rest of the world, 2020 has been an incredibly challenging year for our sector, with almost all our members having to close their doors to the public for extended amounts of time due to the Covid pandemic. Despite the lockdowns across the world, our animals still needed to be fed and receive veterinary care, facilities needed to be maintained, and staff had to be paid. The practicalities of running zoos and aquariums with little or no income are therefore especially difficult. However, thanks to your tenacity, commitment and allegiance to WAZA and what we are collectively trying to achieve, 97% of our members were able to pay their membership fee in 2020.

WAZA ended the year with a healthy cash position, mainly achieved as a result of lower costs. Expenses were reduced by 42%, mainly due to the inability to attend conferences, a reduction in travel grants and the negotiation of lower tax rates and supplier discounts. While this illustrates sound financial and managerial discipline, for which the WAZA Executive Office team must be congratulated, the matter of WAZA generating more income from other activities continues and will be considered by your Council.

Large grants given by WAZA in 2020 included US$25,000 to Species360 and 15,000 CHF to the IUCN Species Survival Commission to support the work they are doing for our global community.

As 2020 was the first time we hosted a virtual WAZA Annual Conference, the association was able to receive some non-budgeted income from sponsors and exhibitors. Although we received 2% less in membership fees compared to the budget, the total revenue increased by 3%. Special thanks must go to those WAZA members who generously supported us with donations and sponsored the virtual conference. We are incredibly grateful.

These efforts resulted in WAZA showing a surplus of €245,519 for 2020, as shown in the accompanying Profit & Loss statement, which together with the Balance Sheet represent our financial position for the year ended 31 December 2020.

In closing, again, I must thank all who have worked so hard in ensuring that our financial position is so favourable, despite the ongoing effects of the pandemic. Also, to your Finance Committee, who continue to meet, review and oversee financial policy, my sincere thanks. Similarly, to the WAZA Council, who review all financial information quarterly. All this is only possible due to the excellent work done by the Executive Office and in particular Christina Morbin, our Chief Operating Officer, who I must personally applaud.

I hope we can all take great comfort and pride in our 2020 financial results. They have been achieved due to your continued support and commitment in a second consecutive year under what have been undoubtedly difficult circumstances. Thank you.

With very best wishes to you all,

Dr James Cretney
Chair of the WAZA Finance Committee
### Balance Sheet

<table>
<thead>
<tr>
<th>Data in Euros</th>
<th>Actual 2019</th>
<th>Actual 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>A) Non-current assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tangible assets</td>
<td>5,876</td>
<td>4,243</td>
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<tr>
<td>Long-term financial investments</td>
<td>5,800</td>
<td>5,800</td>
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<tr>
<td><strong>B) Current assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Trade and other accounts receivables</td>
<td>3,329</td>
<td>9,068</td>
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<tr>
<td>Users and trade receivables</td>
<td>417</td>
<td>9,039</td>
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<tr>
<td>Other accounts receivable with Public Administration</td>
<td>2,912</td>
<td>30</td>
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<tr>
<td>Cash and cash equivalents</td>
<td>448,404</td>
<td>681,465</td>
</tr>
<tr>
<td><strong>TOTAL ASSETS (A + B)</strong></td>
<td>463,409</td>
<td>700,576</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Data in Euros</th>
<th>Actual 2019</th>
<th>Actual 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>A) Net worth</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Equity</td>
<td>112,445</td>
<td>357,964</td>
</tr>
<tr>
<td>Surplus from previous years</td>
<td>0</td>
<td>112,445</td>
</tr>
<tr>
<td>Surplus of the year</td>
<td>112,445</td>
<td>245,519</td>
</tr>
<tr>
<td>Subsidies, grants and legacies received</td>
<td>257,167</td>
<td>257,167</td>
</tr>
<tr>
<td><strong>B) Non-current liabilities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Short-term provisions</td>
<td>37,000</td>
<td>0</td>
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<tr>
<td><strong>C) Current liabilities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Short-term liabilities</td>
<td>101</td>
<td>66</td>
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<tr>
<td>Trade accounts payable and other payable</td>
<td>56,697</td>
<td>84,879</td>
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<td>Trade accounts payable</td>
<td>35,965</td>
<td>46,550</td>
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<td>Employees (salaries pending payment)</td>
<td>0</td>
<td>12,632</td>
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<tr>
<td>Current tax liabilities and other debts with Public Administration</td>
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<td>25,698</td>
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<tr>
<td>Short-term deferred income</td>
<td>0</td>
<td>500</td>
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<tr>
<td><strong>TOTAL NET WORTH AND LIABILITIES (A+B+C)</strong></td>
<td>463,409</td>
<td>700,576</td>
</tr>
</tbody>
</table>

### Profit and Loss Account

<table>
<thead>
<tr>
<th>Data in Euros</th>
<th>Actual 2019</th>
<th>Actual 2020</th>
<th>2019 Vs. 2020</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>INCOME</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Membership Fees</td>
<td>821,083</td>
<td>813,196</td>
<td>-7,887</td>
<td>-1%</td>
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<tr>
<td>Sponsorship and Donations</td>
<td>28,179</td>
<td>20,674</td>
<td>-7,505</td>
<td>-27%</td>
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<tr>
<td>Sales and Services</td>
<td>8,493</td>
<td>26,710</td>
<td>18,217</td>
<td>214%</td>
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<tr>
<td>Other Administration Incomes</td>
<td>108,286</td>
<td>0</td>
<td>-108,286</td>
<td>-100%</td>
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<tr>
<td>Disney Nature Connect</td>
<td>202,959</td>
<td>0</td>
<td>-202,959</td>
<td>-100%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>1,169,000</td>
<td>860,580</td>
<td>-308,419</td>
<td>-26%</td>
</tr>
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</table>

<table>
<thead>
<tr>
<th>Data in Euros</th>
<th>Actual 2019</th>
<th>Actual 2020</th>
<th>2019 Vs. 2020</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>EXPENDITURE</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salaries and Benefits</td>
<td>523,239</td>
<td>377,450</td>
<td>-145,789</td>
<td>-28%</td>
</tr>
<tr>
<td>Travel</td>
<td>32,981</td>
<td>5,154</td>
<td>-27,827</td>
<td>-84%</td>
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<tr>
<td>WAZA Grants</td>
<td>41,353</td>
<td>35,989</td>
<td>-5,364</td>
<td>-13%</td>
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<tr>
<td>Disney Grants</td>
<td>173,007</td>
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<td>-173,007</td>
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<tr>
<td>Office Rent</td>
<td>35,069</td>
<td>32,386</td>
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<td>-8%</td>
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<td>Marketing</td>
<td>23,329</td>
<td>25,133</td>
<td>1,804</td>
<td>8%</td>
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<tr>
<td>Legal and Accounting</td>
<td>98,257</td>
<td>47,946</td>
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<td>Office Expenses</td>
<td>36,280</td>
<td>16,634</td>
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<td>Bank Charges</td>
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<td>Other expenses</td>
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<td>23,325</td>
<td>23,325</td>
<td>100%</td>
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<tr>
<td>VAT non-deductible/taxes</td>
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<td>32,873</td>
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<td>-49%</td>
</tr>
<tr>
<td>Debtors</td>
<td>6,959</td>
<td>11,625</td>
<td>4,666</td>
<td>67%</td>
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<tr>
<td>Events</td>
<td>13,511</td>
<td>3,700</td>
<td>-9,811</td>
<td>-73%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>1,056,556</td>
<td>615,081</td>
<td>-441,475</td>
<td>-42%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Data in Euros</th>
<th>Actual 2019</th>
<th>Actual 2020</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Balance</td>
<td>112,444</td>
<td>245,519</td>
<td>133,075</td>
</tr>
</tbody>
</table>
Photo: Fun at the children’s playground © Aquarium du Québec
Members displayed by membership category, name of member and region/country.

**Corporates**

- Cairns, Australia
- Cair Stahl ARC Cable Mesh Design + Build Germany
- China Light Fidelity B.V. The Netherlands
- CIRM Design, Inc. United Kingdom
- dan pearlman Erlebnisarchitektur GmbH Germany
- Dynasty Marine Associates Inc. United States
- Gradyn - G.K. Airfreight Service GmbH Germany
- Hanart Culture LLC United States
- Immotion Group Ltd United Kingdom
- Jakob Rope Systems Switzerland
- Kenya Tropical Seafall Ltd. Kenya
- Pangea Rocks Denmark

**PGAV Destinations United States**

- Rabbach Architecture Germany
- Ray Hole Architects United Kingdom
- Studio Hansen/Roberts United States
- Torre Design Consortium, Ltd., A Professional Architecture Corporation United States

**Wild Republic Europe ApS Denmark**

- zoOceanarium Group LLC United States

**Institutions**

- Aalborg Zoo Denmark
- Adelaide Zoo (Royal Zoological Society of South Australia) Australia
- African Safari Puebla Mexico
- African Safari Canada
- African Safari Wildlife Park United States
- Akron Zoo Zoological Society United States
- Al Ain Zoo United Arab Emirates
- Al Bustan Zoological Centre United Arab Emirates
- Alqu cuerzo - Zoo of the North Spain
- Alwettzoo Münster GmbH Germany
- Amneby Zoo Kazakhstan
- Apenheul Primate Park The Netherlands
- Aquaria Pulmo Ecuador
- Aquariol - Aquario Marinho do rio de janeiro Brazil
- Aquarium du Québec Canada
- Aquazoo Duissernon Germany
- Arikar Anna Park Zoologi India
- ARTIS Royal Zoo Amsterdam The Netherlands
- Auckland Zoo New Zealand
- Audubon Zoo United States
- Bannergatta Biological Park India
- Belfast Zoological Gardens Northern Ireland
- Bergen Aquarium Norway
- Binder Park Zoo United States
- Bioparc de Dou la Fontaine France
- Bordis Djurpark Sweden
- Bristol Zoo Gardens United Kingdom
- Bronx Zoo United States
- Brooksfield Zoo (Chicago Zoological Society) United States
- Budapest Zoo and Botanical Garden Hungary
- Borrowers of New York United States
- Caldwell Zoo United States
- Calgary Zoo Canada
- Cango Wildlife Ranch South Africa
- Caring for Wildlife United States
- Chester Zoo United Kingdom
- Cheyenne Mountain Zoo United States
- Chiang Mai Night Safari Thailand
- Chiang Mai Zoo Thailand
- Chihua Zoo and Botanical Gardens United States
- Cincinnati Zoo & Botanical Garden United States
- Cleveland Metroparks Zoo United States
- Colchester Zoo United Kingdom
- Cologne Zoo Germany
- Columbus Zoo and Aquarium United States
- Copenhagen Zoo Denmark
- Dallas World Aquarium United States
- Dallas Zoo United States
- Denver Zoo United States
- Detroit Zoological Society United States
- Dierenpark Apenheul United States
- Dubai Aquarium & Underwater Zoo United Arab Emirates
- Dublin Zoo Ireland
- Ecoparque de la Ciudad de Buenos Aires Argentina
- EUREFES S.A. (Biparque Mbojaico) Uruguay
- Everland Zoo and Everland 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 Parque Zoológico de São Paulo Brazil
- Fundación Temaiken Argentina
- Fundación Zoológica de Cali Colombia
- Gan-Garoo Park-Australia-Israel Israel
- Gástaðir Örgöld Zoo, Iceland
- Georgia Aquarium United States
- Givskud Zoo - ZOOPTA Denmark
- Gladys Porter Zoo United States
- Great Plains Zoo and Delridge Museum United States
- Hai Park Kiyart Motzkin Israel
- Hawai‘i Educational Zoo and Biological Institute Israel
- 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
- Indianapole Zoological Society, Inc. United States
- Istanbul Akvaryum Turizm Ticaret Limited Sirketi Turkey
- Jacksonville Zoo and Gardens United States
- Jardín Zoológico de Medellín Colombia
- Johannesburg City Parks and Zoo South Africa
- John G. Shedd Aquarium United States
- Kansas City Zoo United States
- Khan Khao Koen Open Zoo Thailand
- Khan Kaeo Zoo Thailand
- Kolmårdens Djurpark Sweden
- Kristiansand Dyrepark AS Norway
- Kyoto City Zoo Japan
- L’Aquarium de Barcelona Spain
- Lehigh Valley Zoo United States
- Lincoln Park Zoo United States
- Loro Parque Spain
- Los Angeles Zoo United States
- Mahendra Chaudhury Zoological Park Chhattisgarh India
- Marwell Wildlife United Kingdom
- Memphis Zoo and Aquarium United States
- Mjeski Ogród Zoologiczny w Kudzi Sp. z o.o.ż.d. Zoo Poland
- Milwaukee County Zoological Gardens United States
- Minnesota Zoo United States
- Monterey Bay Aquarium United States
- Moscow Zoo Russia
- Museum national d’Histoire naturelle 1-Mén. Jardin des Plantes; 2-Parc Zoo de Paris France
- Nagoya Highland Zoo Japan
- Nakron Rachasima Zoo Thailand
- Nandankanan Zoological Park India
- Nashville Zoo United States
- National Aquarium Denmark - Den Blå Planet Denmark
- National Museum of Marine Biology and Aquarium Taiwan
- National Zoological Gardens Delhi, India
- National Zoological Gardens of South Africa
- National Zoological Garden, Bloemfontein South Africa
- National Zoological Park New Delhi India