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Cover Photo: European tree frog (Hyla arborea) © Aquazoo Lobbecke Museum Dusseldorf

Photo: Critically endangered Roti Snake-necked Turtles (Chelodina mccordi) © Knoxville Zoo
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 aquariums associations, in conjunction with leading wildlife experts, and conservation and animal welfare organisations. WAZA provides support for species-conservation management and husbandry of animals in human care, while encouraging the highest standards in member institutions.

Vision

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.
Photo: Montseny Newt (*Calotriton arnoldi*)
© Iñaki Relajón, Barcelona Zoo
Dear Members,

I would like to begin my first Annual Report as President of WAZA by thanking you for the trust that has been placed in me to lead this organisation. I am both excited and thrilled to be in this position when WAZA is in the process of strategising for the future by expanding our impact and assessing our role within conservation.

I have taken over this position from Prof Theo B. Pagel, who leaves behind an amazing legacy of heralding change – both in terms of managing the relocation of WAZA’s office from Switzerland to Spain but also overseeing change within the organisation through the WAZA Bylaws and its new CEO.

2021 proved to be a transitional year, one in which we slowly recovered from the uncertainty of the pandemic to move towards WAZA’s next chapter.

WAZA formalised its relationship with the International Zoo Educators Association (IZE) to move forward with its work on biodiversity conservation through communication, visitor engagement and a large variety of educational and interactive programmes.

The WAZA 2023 Animal Welfare Goal is another key aspect that I am excited about. In 2021 we examined the ways in which we could ensure that Animal Welfare is at the heart of our member zoos and aquariums and look forward to furthering our work in this regard.

We saw the composition of our new Council which was announced at the Annual General Meeting in October 2021. As we move forward towards the next year, I am excited by the plans for WAZA Council to focus on developing a new strategy for WAZA to inform our future direction and strategic goals.

There have been significant changes since the last strategic planning session in 2018, most notably the impact COVID has had on the world and our sector. Thus, it is timely that the WAZA Council re-examine our goals and assess our future priorities.

I would like to thank all our members for their continued trust in WAZA.

Yours sincerely,

Dr Clément Lanthier
President
In 2016, during the 71st WAZA Conference in Puebla, Mexico, I had a chance to talk with the Master of Ceremony. A good friend of the Camacho family (our hosts), she shared that she was a psychologist. I couldn't resist asking: “What have you learnt after treating so many people over the years?” She answered: “That everything my patients experience passes, good or bad, nothing lasts. So, we should celebrate the good moments because they will not last, and when the bad ones arrive, try to find relief in that they will pass as well.”

For many of us, 2021 was the year of transitioning from a bad to a better time.

For WAZA, it was in March when we started feeling energised again. Her Excellency Razan Al Mubarak’s address to WAZA members through a special webinar encouraged us to push boundaries and to think more creatively about our collaborations with IUCN. In the process, she convinced us that she was the best candidate for the IUCN Presidential elections which she won later that year.

During May and June, the CITES committee meetings resumed after a one year hiatus and were held online for the first time. We met with colleagues from regional associations (AZA and EAZA). The work achieved during these meetings created a path for a series of decisions that need to be made at the 19th CITES Conference of the Parties that will take place in November 2022. There is much room for involvement at CITES for our community and we need to make sure that our work is well understood there. Whether we like it or not, there is a presence of people who don’t fully comprehend our intrinsic value and this is an important forum that establishes global regulations.

Mid-year was also our time to call for submission to run for seats for the 2021-2023 WAZA Council elections. From July to August, 75% of WAZA voting members cast their votes to select 15 elected council members from a pool of 26 candidates. In September we announced the results and the proclamation occurred at the Annual General Meeting on 14 October. For me, our elections are a celebration of strong governance and accessibility for our members ensuring a transparent process.

Under the philosophy that you can never share enough, the WAZA Conservation and Environmental Sustainability Committee launched a series of webinars to promote our valuable resources on responsible consumption and concluded with a virtual session on the WAZA Sustainability Strategy. The WAZA Palm Oil website was launched which further contributed to our sustainability portfolio. You can visit it here: wazapalmoil.org

We also signed a Memorandum of Understanding with the International Zoo Educators Association. We already had a great collaboration in 2020 by jointly publishing Social Change for Conservation — The World Zoo and Aquarium Conservation Education Strategy, so it was only natural to strengthen our commitment.

We finetuned key elements of the WAZA 2023 Animal Welfare Goal. Our WAZA Association members are at the heart of this initiative, which is aiming to leverage Animal Welfare in members’ zoos and aquariums across the globe. In 2021 the tool to achieve this, the WAZA Assessment Tool for implementation of the WAZA 2023 Animal Welfare Goal, was approved by the WAZA Council and test pilots were planned.

September marked a milestone for our partnership with the IUCN Species Survival and additional partners when the Reverse the Red pavilion succeeded the IUCN World Conservation Congress in Marseille, France. Like never before, we were located in a space with high visibility within one of the most iconic IUCN events. And this is just the beginning for the Reverse the Red campaign.

As the year progressed, we adapted once again, it was clear that our 76th WAZA Annual Conference (that was going to be hosted by Moscow Zoo) for the second year in a row due to COVID would have to take a virtual format.

I remain very grateful to our executive office, our council, our committees, our members, and our partners. 2021 has been a year of many accomplishments. Our collaborations have paved the way to achieving our animal welfare goals. It is an honour to work with and for you.

Sincerely,

Dr Martín Zordan
WAZA Chief Executive Officer
Photo: Dr Helen Taylor holds a pine hoverfly larvae before releasing it into the wild © RZSS
WAZA Council
January - October 2021

President: Theo B. 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 Kauffels
Opel-Zoo | Germany

Radosław Ratajszczak
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 Australasia (ZAA) | Australia

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

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

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

Observer Seats*

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

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
In 2021, the following Council Members ended their terms: John Frawley, Patricia Simmons, James Cretney, Radoslaw Ratyjszczak, Mike Barclay, Maria Clara Dominguez, Simon Tonge and Tom Schmid. We would like to extend a heartfelt thank you to these Council Members for their dedication and service to the WAZA Council.

Following the WAZA Council Elections from July to August, the following members were elected to head the new Council from October 2021- October 2023:

Clément Lanthier DVM MBA as WAZA President (President and CEO at Calgary Zoo, Canada) and Karen Fifield, MNZM as WAZA Vice President (Chief Executive at Wellington Zoo, New Zealand).

Most of the council members were re-elected, and the following new members were elected: Alejandro Grajal (Woodland Park Zoo, USA), Bert Vescolani (Denver Zoo, USA), André Stadler (Alpenzoo Innsbruck, Austria), Sanna Hellström (Helsinki Zoo (Korkeasaari Zoo) Finland), Darío Lareu (Fundación Temaikèn, Argentina), Judy Mann-Lang (South African Association of Marine Biological Research (SAAMBR), South Africa), Eric Tsao (Taipei Zoo, Taiwan)

Alistair Dove (Georgia Aquarium, USA) and David Field (Royal Zoological Society of Scotland Edinburgh Zoo, UK) were also selected to the observer seats of the Council.

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

** In the former WAZA Bylaws, regional association members were co-opted onto the Council, but did not have the right to vote. At the 74th WAZA Annual Conference, the WAZA membership voted to pass the new WAZA bylaws, which allows for four regional association seats to be represented on the Council and for the WAZA membership to elect the associations. The Association Seats now also have the right to vote in the Council.

*** Elizabeth Tessier from Québec Aquarium was originally elected to Region 1. However, after she left the institution, Bert Vescolani from Denver Zoo was next in line as the elected representative for Region 1.
WAZA Standing Committees

Ethics and Animal Welfare
Chair: Alejandro Grajal (Woodland Park Zoo)

Committee for Population Management
Chair: David Field (Royal Zoological Society Scotland Edinburgh Zoo)

Finance
Chair: Thomas Kauffels (Opel Zoo)

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

Nominating
Chair: Theo B. Pagel (Cologne Zoo)

WAZA Non-Standing Committees

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

Aquariums
Chair: Alistair Dove (Georgia Aquarium)

Conservation and Environmental Sustainability
Chair: Judy Mann-Lang (SAAMBR)
  • Palm Oil Subcommittee
  • Co-Chairs: Tracey Gazibara and Bob Chastain
  • (Cheyenne Mountain Zoo)

Reverse the Red Committee
Chair: Theo B. Pagel (Cologne Zoo)
Photo: Snowy Owl (Bubo scandiacus) © Assiniboine Park Zoo
WAZA Welcomes New Members

New Institutional Members

• Assiniboine Park Zoo
• Atlantis, Dubai
• Biodôme de Montréal
• Dartmoor Zoological Society
• Greater Vancouver Zoo
• Indira Gandhi Zoological Park
• Nawab Wajid Ali Shah Zoological Garden, Lucknow
• Poema del Mar Aquarium
• Zoologischer Garten Schwerin

New Corporate Members

• BoldMove Nation
• Canopy Strategic Partners (previously known as Zoo Advisors)
• St Laurent
• The Zoological Lighting Institute
• Worldwide Zoo Consultants LLC
New Life Members

- Mark Craig, Former Director Life Sciences, Al Ain Zoo
- Yoshitaka Abe, Former Executive Director, Aquamarine Fukushima
- Scott Barton, Former CEO, Fresno Chaffee Zoo
- Charles Wikenhauser, Director Emeritus, Milwaukee County Zoo
- Joel Parrott, Former President and CEO, Oakland Zoo
- Don Moore, Director Emeritus, Oregon Zoo
- Simon Tonge, Executive Director Emeritus, Paignton Zoo Environmental Park
- Lena Lindén, Founder and Former CEO, Nordens Ark
WAZA at IUCN World Conservation Congress

WAZA attended the International Union for Conservation of Nature (IUCN) World Conservation Congress, which took place in Marseille from 3 to 11 September. The event had a hybrid format and gathered 5,700 delegates who attended in person with 3,500 people participating virtually.

Some of the topics that were discussed at the conference were sustainable use, wildlife trade, ex situ conservation, zoos and aquariums, mainstream biodiversity, saving extinct in the wild species, and many more.

WAZA, a founding member of the IUCN, hosted an evening event in one of the venues. It was a roaring success and attendees had the opportunity to network for the first time since the outbreak of the pandemic. IUCN and WAZA members took part in the event, together with researchers, scientists, conservationists, and more.

WAZA officially endorsed IUCN presidential candidate Razan Al Mubarak, who was later elected as the president.

WAZA also participated in the Reverse the Red Pavilion, where together with 23 other partners, 15 of whom were WAZA members, we tried to bring optimism to the congress. The coalition shared stories of success regarding conservation. WAZA hosted an evening event at the pavilion that brought together the ex situ conservation community.
The 76th WAZA Annual Conference was held, virtually for the second consecutive year. The global zoo and aquarium community gathered online between the 11-14 of October to attend panel discussions, listen to keynote speakers, and meet with colleagues online.

Almost 1,000 people from 30 different countries/regions registered for the annual conference last year. Simultaneous interpretation to Japanese, Mandarin, and Spanish was provided thanks to the help of the Japanese Association of Zoos and Aquariums (JAZA), Chimelong Safari Park, Chile National Zoo, and Fundación Temaikèn.

The new WAZA president, Dr Clément Lanthier, was welcomed during the conference, together with the new council members. WAZA members had the opportunity to get to know the team from the Executive Office as they took on Master of Ceremonies duties during the conference.

The awards ceremony saw the Heini Hediger award being granted to Dr Simon Tonge, former Paignton Zoo and Wild Planet Trust CEO. Prague Zoo received the WAZA Conservation Award and North Carolina Zoo won the WAZA Environmental Sustainability Award.

The conference was opened by outgoing president, Prof Theo B. Pagel, who provided an update on WAZA’s activities at the International Union for Conservation of Nature (IUCN) World Conservation Congress and called on our global community to share stories of hope and conservation success. Her Excellency Razan Al Mubarak was the first keynote speaker at the conference. Ms Al Mubarak, IUCN President and Managing Director of Environment Agency Abu Dhabi, highlighted the role of WAZA members to IUCN’s mission, pledging to dedicate her time to focus on collaborations between IUCN and WAZA.

This was followed by a panel discussion on COVID, where staff from zoos and aquariums shared their experiences of handling the pandemic, the financial impact, and solutions for recovery.
Sustainability Webinar Series

In 2021, WAZA continued to support efforts from our members to become more sustainable. In an effort to help, we organised a sustainability webinar series with guidance on choosing ethical forestry products, reducing single-use plastics, going carbon neutral, and advice on how to source sustainable palm oil.

These webinars saw a series of speakers from different WAZA member institutions, who shared their journey on the several topics these touched on.

Please visit the WAZA website to access the full WAZA Sustainability Webinar series.
Launch of Sustainable Palm Oil Resources

The WAZA Palm Oil Subcommittee created a number of resources to help WAZA members understand and support the Memorandum of Understanding (MoU) that WAZA and the Roundtable of Sustainable Palm Oil (RSPO) signed in 2018. The sustainable palm oil resources website aims to provide tools and resources that can help zoos and aquariums to consider and evaluate their approach to the purchase and use of palm oil.

Later in the year, the WAZA Palm Oil Subcommittee also launched A Short Guide on Sourcing Sustainable Palm Oil at Your Zoo or Aquarium. This Short Guide, comprised by a subgroup of the WAZA Conservation and Environmental Sustainability Committee, contains simple steps to help you to start changing the way your organisation thinks about and sources palm oil, regardless of the location of your zoo and/or aquarium or the size of your budget.
WAZA and IZE Sign MoU

WAZA signed a Memorandum of Understanding (MoU) with the International Zoo Educators Association (IZE) to formalise their long-standing cooperation. Both organisations decided to jointly strengthen their collaboration to continue to improve the capacity of members in biodiversity conservation using communications, visitor engagement, and other educational and interpretive programmes.

The MoU establishes that the IZE will provide expertise and guidance on conservation education to WAZA. Moreover, the MoU creates common ground regarding partnership with a framework to promote and amplify joint communication activities focusing on conservation education, interpretation, and behaviour changes.

Both organisations also committed to sharing knowledge and materials. The MoU is the latest collaboration between WAZA and IZE in a relationship that has involved, among others, a multi-year effort to establish nature play programmes at zoos and aquariums around the world.
WAZA at International Conferences

Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES)

For the first time, in 2021 CITES held their committee meetings online. The 73rd meeting of the Standing Committee took place in early May and the 31st meeting of the Animals Committee was held in late May, early June. WAZA attended both meetings, represented by its CEO and a consultant with extensive experience on this convention. During these meetings, the discussion on the definition of the term 'appropriate and acceptable destinations' was of special interest to WAZA as it will influence conditions to receive and keep African elephants. The definition of ‘Zoo’ in the context of the purpose codes on CITES permits and certificates is also another key matter. These discussions will conclude with decisions at COP19 in November 2022.

IUCN World Conservation Congress

After being delayed multiple times due to the pandemic, the IUCN World Conservation Congress (WCC) 2020 was finally able to take place in Marseille, France, from 3-11 September 2021. The Congress brought together government, civil society, indigenous peoples, and youth from around the world to set the nature conservation agenda for the next decade.

WAZA is pleased to have been able to attend the WCC as a founding member of the Reverse the Red movement while also representing its global membership base. Across the week-long event, WAZA fostered its relationship with members, represented the role of progressive zoos and aquariums in conservation and sustainable development at the Reverse the Red Pavilion, and voted on key decisions at the Members’ Assembly. For more on Reverse the Red go to page 21 of this report.

IATA Live Animal and Perishable Board Advisory Panel (LAPB AP)

WAZA has a seat at the IATA LAPB AP. In May, the 46th LAPB AP meeting was held online and ran for three days. WAZA provided important feedback that was included in the modification of container requirements for giraffes. Conversations were initiated for WAZA to contribute to the CITES non-air guidelines. The 47th LAPB AP meeting took place in Geneva, where it was possible to evaluate progress of different working groups on transport of non-human primates and flamingos, as well as on screening containers with live animals in customs. This work is only possible thanks to all the information provided by WAZA Associations to the WAZA office.

Associations meetings

Throughout the year, WAZA was able to present and/or attend several online conferences of our Associations members including those of ALPZA, AIZA, AZA, AZAB, EAZA, JAZA, SEAZA, ZAA, among others.
WAZA 2023
Animal Welfare Goal

In 2021, WAZA continued to make progress towards the WAZA 2023 Animal Welfare Goal.

The WAZA Council approved the WAZA Assessment Tool, a document that will help national and regional associations assess compliance with the seven operational elements that their Animal Welfare Evaluation Processes should meet to achieve the WAZA 2023 Animal Welfare Goal.

The chairs of the WAZA Ethics and Animal Welfare, Membership, and Associations Committees, together with members of their respective committees and the WAZA Executive Office, helped develop the peer-review process and created different documentation to support it.

The year ended with the planning and finalisation of two pilot peer-reviews, which have helped to improve the robustness of the tool and the overall process.

For more information go to https://www.waza.org/priorities/animal-welfare/2023-animal-welfare-goal/
Reverse the Red

Reverse the Red is a global movement that ignites strategic cooperation and action to ensure the survival of wild species and ecosystems. This movement was founded by the IUCN Species Survival Commission and WAZA. During the IUCN World Conservation Congress, in collaboration with HHMI Tangled Bank Studios, Smithsonian’s Earth Optimism, San Diego Zoo Wildlife Alliance, On the Edge Conservation, and additional partners of which 15 were WAZA members, the Reverse the Red pavilion brought optimism to the congress to show effective conservation work for species to thrive.

Through this partnership, WAZA members are able to increase their conservation impact by aligning their work with a common global approach to assess, plan, and act. In 2021, Reverse the Red also continued with its series of webinars exploring the latest trends in species conservation. The work of Reverse the Red was also showcased during the 77th WAZA Conference as well as in an issue of the WAZA magazine.

To learn more, please visit reversethered.org.
Photo: European Hedgehog (*Erinaceus europaeus*)
© Mari Lehmonen, Korkeasaari Zoo
Chair of the Finance Committee’s Letter

There was some good news in 2021 compared to 2020, the first year the COVID pandemic struck our zoos and aquariums. The re-opening of our institutions was different in the diverse WAZA regions, but at the end of the year almost all member institutions were open to visitors.

At this point I would like to thank all of our members for their continuing support of WAZA, with very minor exceptions all membership fees were paid in 2021, the rest we received early in 2022. This ongoing support has resulted in WAZA being in a healthy cash situation with a surplus for the financial year 2021. This was due to the income from membership fees, and other contributing factors such as taxes being lower than the previous year, suppliers providing discounts and there being no travel costs during the pandemic.

We are thankful to our sponsors and exhibitors, from which we received revenues for our annual conference, even despite the fact that this conference was held virtually.

The main grants we donated were USD 10,000 to Conservation Planning Specialist Group (CPSG) and to the Species Survival Commission (SSC) of the International Union for Conservation of Nature (IUCN), so we could keep our commitments to our long-term partners even during difficult times.

It should be considered at this point that this artificial situation of expenses being lowered is not sustainable as costs will return to pre-pandemic levels as WAZA resumes its working practices.

It is worth noting that one expense increase WAZA encountered in 2021 was for lawyers’ fees. This was due to the decision taken by WAZA Council to grant WAZA with a non-profit status in Spain as had been the case in Switzerland.

One of the big successes for WAZA in 2021 was at the IUCN Congress in Marseille, where WAZA participated in the Reverse the Red Pavilion – you will read more about this remarkable event in this Annual Report. As is always the case in life, good things have their price and the WAZA IUCN appearance did cost some money, but it was more than well invested for our mission and vision.

The final financial result of 2021 was approved by WAZA Council.

Having been with WAZA for some years, I am delighted to be able to provide the membership with such a positive financial report. A few years ago, we were in severe financial troubles and thanks especially to the immediate past-president Prof Theo B. Pagel, at that time our incoming president, that the unhealthy situation was halted and resolved.

Thanks again to all members for supporting WAZA,

Dr Thomas Kauffels
Chair of the WAZA Finance Committee
## Balance Sheet

**Data in Euros**

<table>
<thead>
<tr>
<th></th>
<th>Actual 2020</th>
<th>Actual 2021</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>A) NON-CURRENT ASSETS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tangible assets</td>
<td>4,243</td>
<td>2,610</td>
</tr>
<tr>
<td>Long-term financial investments</td>
<td>5,800</td>
<td>5,800</td>
</tr>
<tr>
<td><strong>B) CURRENT ASSETS</strong></td>
<td>690,533</td>
<td>942,076</td>
</tr>
<tr>
<td>Trade and other accounts receivables</td>
<td>9,068</td>
<td>391</td>
</tr>
<tr>
<td>Users and trade receivables</td>
<td>9,039</td>
<td>0</td>
</tr>
<tr>
<td>Other accounts receivable with Public Administration</td>
<td>30</td>
<td>391</td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>681,465</td>
<td>941,338</td>
</tr>
<tr>
<td><strong>TOTAL ASSETS (A + B)</strong></td>
<td>700,576</td>
<td>950,486</td>
</tr>
<tr>
<td><strong>A) NET WORTH</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Equity</td>
<td>357,964</td>
<td>634,643</td>
</tr>
<tr>
<td>Surplus from previous years</td>
<td>112,445</td>
<td>357,964</td>
</tr>
<tr>
<td>Surplus of the year</td>
<td>245,519</td>
<td>276,679</td>
</tr>
<tr>
<td>Subsidies, grants and legacies received</td>
<td>257,167</td>
<td>263,511</td>
</tr>
<tr>
<td><strong>B) NON-CURRENT LIABILITIES</strong></td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>C) CURRENT LIABILITIES</strong></td>
<td>85,445</td>
<td>52,332</td>
</tr>
<tr>
<td>Short-term liabilities</td>
<td>66</td>
<td>208</td>
</tr>
<tr>
<td>Trade accounts payable and other payable</td>
<td>84,879</td>
<td>52,024</td>
</tr>
<tr>
<td>Trade accounts Payable</td>
<td>46,550</td>
<td>25,233</td>
</tr>
<tr>
<td>Employees (Salaries pending payment)</td>
<td>12,632</td>
<td>0</td>
</tr>
<tr>
<td>Current tax liabilities and Other debts with Public Admin</td>
<td>25,698</td>
<td>26,791</td>
</tr>
<tr>
<td>Short-term deferred income</td>
<td>500</td>
<td>100</td>
</tr>
<tr>
<td><strong>TOTAL NET WORTH AND LIABILITIES (A+B+C)</strong></td>
<td>700,576</td>
<td>950,486</td>
</tr>
</tbody>
</table>
# Profit and Loss Account

Data in Euros

<table>
<thead>
<tr>
<th></th>
<th>Actual 2020</th>
<th>Actual 2021</th>
<th>2020 vs. 2021</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>813,196</td>
<td>809,145</td>
<td>-4,051</td>
<td>-0,50%</td>
</tr>
<tr>
<td>Sponsorship &amp; donations</td>
<td>20,674</td>
<td>15,586</td>
<td>-5,089</td>
<td>-24,61%</td>
</tr>
<tr>
<td>Sales &amp; Services</td>
<td>26,710</td>
<td>26,565</td>
<td>-145</td>
<td>-0,54%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>860,580</td>
<td>851,296</td>
<td>-9,284</td>
<td>-1,08%</td>
</tr>
<tr>
<td><strong>EXPENDITURE</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salaries, Benefits &amp; Consultants</td>
<td>377,450</td>
<td>378,868</td>
<td>1,418</td>
<td>0,38%</td>
</tr>
<tr>
<td>Travel</td>
<td>5,154</td>
<td>4,518</td>
<td>-636</td>
<td>-12,35%</td>
</tr>
<tr>
<td>Waza Grants</td>
<td>35,989</td>
<td>23,523</td>
<td>-12,467</td>
<td>-34,64%</td>
</tr>
<tr>
<td>Office Rent</td>
<td>32,386</td>
<td>23,555</td>
<td>-8,830</td>
<td>-27,27%</td>
</tr>
<tr>
<td>Marketing</td>
<td>25,133</td>
<td>27,013</td>
<td>1,880</td>
<td>7,48%</td>
</tr>
<tr>
<td>Legal &amp; Accounting</td>
<td>47,946</td>
<td>55,635</td>
<td>7,689</td>
<td>16,04%</td>
</tr>
<tr>
<td>Office expenses</td>
<td>16,634</td>
<td>11,279</td>
<td>-5,355</td>
<td>-32,19%</td>
</tr>
<tr>
<td>Bank Charges</td>
<td>2,842</td>
<td>337</td>
<td>-2,505</td>
<td>-88,14%</td>
</tr>
<tr>
<td>Other</td>
<td>23,325</td>
<td>87</td>
<td>-23,238</td>
<td>100,00%</td>
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<tr>
<td>VAT non deductible / taxes</td>
<td>32,873</td>
<td>24,972</td>
<td>-7,900</td>
<td>-24,03%</td>
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<tr>
<td>Debtors</td>
<td>11,625</td>
<td>9,441</td>
<td>-2,184</td>
<td>-18,79%</td>
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<tr>
<td>Events</td>
<td>3,705</td>
<td>15,388</td>
<td>11,684</td>
<td>315,36%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>615,061</td>
<td>574,617</td>
<td>-40,444</td>
<td>-6,58%</td>
</tr>
<tr>
<td><strong>BALANCE</strong></td>
<td>245,519</td>
<td>276,679</td>
<td>31,160</td>
<td>12,69%</td>
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</table>
WAZA Committees Reports

The following is a list of key achievements of the WAZA committees in 2021.

WAZA Standing Committees
Ethics and Animal Welfare

- Approved the WAZA Elephant Rides Position Statement
- Initiated the work on WAZA’s New Code of Ethics
- Furthered work on the WAZA 2023 Animal Welfare Goal, finalising the WAZA Assessment Tool for confirmation of animal welfare evaluation processes and overseeing two pilot evaluations using the tool.

Committee for Population Management

- Approved the WAZA Policy on Ownership, Access and Use of International Studbook Data; a policy which describes the process to facilitate the use of International Studbook Data by the zoo and aquarium community and ex situ community collaborators.
- Oversaw the International Studbook (ISB) Programme, with thirteen ISB Keeper transfers approved and twenty-four ISBs published.
- Oversaw the Global Species Management Plans (GSMPs) Programme.

Finance

- 2020 WAZA Annual Accounts (Financial Statements) approved and presented
- 2020 positive Audit report
- Monthly review of 2021 WAZA budgets and forecast (management and P&L)
- Approved 2022 budget

Membership

- Conducted annual membership survey
- Launch of new Members’ Area, where members could review essential WAZA documents such as Bylaws and MoUs, review previous conference recordings and AGM minutes, connect with other members, and more
- Monthly review of WAZA membership matters
- Reviewed candidates applying for WAZA membership, leading to the addition of 14 organisational members and 8 life members in 2021

WAZA Non-Standing Committees
Associations

- Provided valuable feedback to update the International Air Transport Association (IATA) Live Animals Regulations (LAR), particularly for the guidelines for aerial transport of giraffes.
- Two meetings to share new legislative proposals for Canada and the United Kingdom.
- Prior to the 76th WAZA Virtual Annual Conference, the committee met virtually for their annual meeting. Regional and national associations members were invited to provide updates. A presentation on the WAZA 2023 Animal Welfare Goal expanded on the value of this initiative and what is required from each of the associations to achieve it. Additionally, a WAZA office process to be more selective on the external requests to survey members was presented with the aim to better coordinate and allow each association to decide if the external request is appropriate for their respective region.

Conservation and Environmental Sustainability

- Launched How to Choose Responsibly Sourced Forest Products at Your Zoo or Aquarium and Sourcing sustainable palm oil at your zoo or aquarium, two new WAZA Short Guides that assist WAZA members in understanding and supporting the MoUs that WAZA has with the FSC and the RSPO. Both Short Guides are available in a number of languages.
- Hosted WAZA Series on Sustainability Webinars, a series of webinars on a variety of sustainability focused topics, related to Committees’ work on sustainability. The webinars featured WAZA members and highlighted their work and shared insights from their sustainability journeys.
- Launched WAZA Palm Oil Resources website, an online and dynamic resource to provide tools and resources that can help start changing the way WAZA-Member organisations think about palm oil or in taking further steps on this journey.
- Awarded the Conservation and Environmental Sustainability Award to Prague Zoo and North Carolina Zoo, respectively.
WAZA Membership

WAZA Membership as of 31 December 2021
Members displayed by membership category, name of member, and country/region

Affiliates
American Association of Zoo Veterinarians (AAZV) United States
Berufsverband der Zootierpfleger e.V. Germany
European Association of Zoo and Wildlife Veterinarians (EAZWW) United Kingdom
International Association of Amusement Parks and Attractions (IAAPA) United States
International Congress of Zookeepers (ICZ) The Netherlands
International Zoo Educators Association (IZE) United States
Leibniz Institute for Zoo & Wildlife Research (IZW) Germany
Species360 United States
Verband deutschsprachiger Zoopädagogen e.V. (VZP) Germany
Zoological Society for the Conservation of Species and Populations (ZGAP) Germany

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

Corporates
BoldMove Nation Belgium
Cairns Marine Australia
Canopy Strategic Partners (previously known as Zoo Advisors) United States
China Light Festival B.V. The Netherlands
CLR Design, Inc. United States
dan pearlman Erlebnisarchitektur GmbH Germany
Dynasty Marine Associates Inc. United States
Gradlyn - G.K. Airfreight Service GmbH Germany
Hanart Culture LLC United States
Immotion Group plc United Kingdom
Jakob Rope Systems Switzerland
Kenya Tropical Sealife Ltd. Kenya
Pangea Rocks Denmark
Rasbach Architekten Germany
Ray Hole Architects United Kingdom
SH|R Studios United States
ST LAURENT France
The Zoological Lighting Institute United States
Torre Design Consortium, Ltd., A Professional Architecture Corporation United States
Worldwide Zoo Consultants LLC United Arab Emirates
zoOceanarium Group LLC United States

Institutions
Aalborg Zoo Denmark
Adelaide Zoo (Royal Zoological Society of South Australia) Australia
Africanam Safari Puella Mexico
African Lion Safari Canada
African Safari Wildlife Park United States
Akron Zoological Park United States
Al Ain Zoo United Arab Emirates
Al Bustan Zoological Centre United Arab Emirates
Albuquerque Biological Park United States
Allwetterzoo Münster GmbH Germany
Almaty Zoo Kazakhstan
Alpenzoo Innsbruck Austria
Apenheul Primate Park The Netherlands
Aquamarine Fukushima Japan
AquaRio Aquario Marinho do Rio de Janeiro Brazil
Aquarium du Québec Canada
Aquazoo Düsseldorf Germany
Arignar Anna Zoological Park India
ARTIS Royal Zoo Amsterdam The Netherlands
Assiniboine Park Zoo Canada
Atlantis, Dubai United Arab Emirates
Auckland Zoo New Zealand
Audubon Zoo United States
Bannerghatta Biological Park India
Belfast Zoological Gardens Northern Ireland
Bergen Aquarium Norway
Biodôme de Montréal Canada
Bioparc de Doué la Fontaine France
Borås Djurpark Sweden
Bristol Zoo Gardens United Kingdom
Bronx Zoo United States
Brookfield Zoo (Chicago Zoological Society) United States
Budapest Zoo and Botanical Garden Hungary
Busch Gardens Tampa Bay United States
Caldwell Zoo United States
Calgary Zoo Canada
Cameron Park Zoo United States
Cango Wildlife Ranch South Africa
Chester Zoo United Kingdom
Cheyenne Mountain Zoo United States
Chiang Mai Night Safari Thailand
Chiang Mai Zoo Thailand
Chiba Zoological Park Japan
Chimelong Safari Park China
Cincinnati Zoo & Botanical Garden United States
Colchester Zoo United Kingdom
Cologne Zoo Germany
Copenhagen Zoo Denmark
Dallas World Aquarium United States
Dallas Zoo United States
Dartmoor Zoological Society United Kingdom
Denver Zoo United States
Detroit Zoological Society United States
Disney’s Animal Kingdom United States
Dubai Aquarium & Underwater Zoo United Arab Emirates
Dublin Zoo Ireland
Ecoparque de la Ciudad de Buenos Aires Argentina
EUFORES S.A. (Bioparque M'bopicuá) Uruguay
Everland Zoological Gardens South Korea
Flamingo Land United Kingdom
Fondazione Bioparco di Roma Italy
Fort Wayne Children’s Zoo United States
Fort Worth Zoo United States
Fresno Chaffee Zoo United States
Fundación Temaikèn Argentina
Fundación Zoológica de Cali Colombia
Gdański Ogród Zoologiczny Poland
Georgia Aquarium United States
Givskud Zoo - ZOOTOPÍA Denmark
Gladys Porter Zoo United States
Great Plains Zoo and Delbridge Museum United States
Greater Vancouver Zoo Canada
Hai Park Kryat Motzkin Israel
Haifa 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
Indianapolis Zoological Society, Inc. United States
Indira Gandhi Zoological Park, Visakhapatnam India
Istanbul Akvaryum Turizm Ticaret Limited Sirketi Turkey
Jardim Zoológico de Lisboa Portugal
Johannesburg City Parks and Zoo South Africa
John G. Shedd Aquarium United States
Kansas City Zoo United States
Khao Kheow Open Zoo Thailand
Khon Kaen Zoo Thailand
Kolmårdens Djurpark Sweden
Kristiansand Dyrepark AS Norway
Kyoto City Zoo Japan
L’Aquàrium de Barcelona Spain
Lehigh Valley Zoo United States
Lincoln Park Zoo United States
Loro Parque Spain
Los Angeles Zoo United States
Mandai Wildlife Group Singapore
Marwell Wildlife United Kingdom
Memphis Zoo and Aquarium United States
Miejski Ogród Zoologiczny w Łodzi Sp. z o.o. (Lodz Zoo) Poland
Milwaukee County Zoological Gardens United States
Minnesota Zoological Garden United States
Mohendra Chaudhry Zoological Park Chhatbir India
Monterey Bay Aquarium United States
Moscow Zoo Russia
Muséum national d’Histoire naturelle 1-Mén. Jardin des Plantes;
2-Parc Zoo de Paris France
Nagoya Higashiyama Zoo Japan
Nakhon Ratchasima Zoo Thailand
Nandankanan Zoological Park India
Nashville Zoo United States
National Aquarium Denmark - Den Blå Planet Denmark
National Museum of Marine Biology and Aquarium Taiwan
National Zoological Gardens of South Africa South Africa
National Zoological Gardens Dehiwala Sri Lanka
National Zoological Garten Bojnice Slovak Republic
National Zoological Park New Delhi India
Natur- und Tierpark Goldau Switzerland
Naturschutz-Tierpark Görlitz Germany
NaturZoo Rheine Germany
Nawab Wajid Ali Shah Zoological Garden, Lucknow India
Nikolaev Zoo, Municipal Institution of Nikolaev-City Council Ukraine
Nordens Ark Sweden
North Carolina Zoological Park United States
Oakland Zoo United States
Ocean Park Corporation Hong Kong
Oceanário de Lisboa Portugal
Oklahoma City Zoological Park United States
Olomouc Zoo Czech Republic
Omaha’s Henry Doorly Zoo & Aquarium United States
Opel-Zoo (Von Opel Hessische Zoostiftung) Germany
Opole Zoo Poland
Orana Wildlife Trust New Zealand
Oregon Zoo United States
Ostrava Zoological Garden and Botanical Park Czech Republic
Padmaja Naidu Himalayan Zoological Park India
Paignton Zoo Environmental Park United Kingdom
Parc Zoologique de CERZA France
Parc Zoologique de la Palmyre France
Parc Zoologique de Lille France
Parco Natura Viva, Garda Zoological Park Italy
Parco Zoo Punta Verde Italy
Parque das Aves Brazil
Parque Zoológico Buin Zoo Chile
Parque Zoológico Huachipa Peru
Perth Zoo Australia
Plock Zoological Gardens (Plock Zoo) Poland
Poema del Mar Aquarium Spain
Point Defiance Zoo & Aquarium United States
Prague Zoo Czech Republic
Ragunan Zoological Park Indonesia
Rajiv Gandhi Zoological Park & Wildlife Research Centre India
Randers Regnskov, Tropical Zoo Denmark
Riverbanks Zoo & Garden United States
Rostislav Shilo Novosibirsk Zoo Russia
Royal Burgers’ Zoo The Netherlands
Royal Melbourne Zoological Gardens Australia
Royal Rotterdam Zoological & Bot. Gardens (Rotterdam Zoo/Diergaarde Blijdorp) The Netherlands
Royal Zoological Society of Antwerp Belgium
Royal Zoological Society of Scotland Edinburgh Zoo United Kingdom
RWS-Dolphin Island Singapore
RWS-S.E.A. Aquarium Singapore
SAAMBR (South African Association for Marine Biological Research)/ uShaka Sea World South Africa
Saigon Zoo Vietnam
Saint Louis Zoo United States
Saitama Children’s Zoo (Saitama Parks and Greenery Land Association) Japan
San Antonio Zoological Gardens & Aquarium United States
San Diego Zoo Wildlife Alliance (previously known as San Diego Zoo Global) United States
San Francisco Zoological Gardens United States
Santa Barbara Zoological Gardens United States
São Paulo Zoo Brazil
SeaWorld Orlando United States
Sedgwick County Zoo United States
Seoul Zoo South Korea
Skansen Foundation Sweden
Skansen-Akvariet Sweden
Smithsonian’s National Zoological Park United States
Songkhla Zoo Thailand
Sóstó Zoo - Nyíregyházi Állatpark Nonprofit Kft. Hungary
South Carolina Aquarium United States
Sri Chamarajendra Zoological Gardens India
Taipei Zoo Taiwan
Tallinn Zoo Estonia
Tama Zoological Park Japan
Taman Safari Indonesia Bogor - Cisarua Indonesia
Taronga Zoo, Taronga Conservation Society Australia Australia
Tennessee Aquarium United States
Tennoji Zoological Gardens (Osaka Zoo) Japan
Texas State Aquarium United States
The Deep United Kingdom
The Living Desert United States
The Phoenix Zoo United States
The Tisch Family Zoological Gardens in Jerusalem - The Biblical Zoo Israel
Tiergarten der Stadt Nürnberg Germany
Tiergarten Schönbrunn Austria
Tiergarten Straubing Germany
Tierpark Berlin Germany
Tierpark Bern Switzerland
Tierpark Hagenbeck Gmbh Germany
<table>
<thead>
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<th>Zoo Name</th>
<th>Country</th>
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<tr>
<td>Tierpark Nordhorn</td>
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<tr>
<td>Tierwelt Herberstein - Steirischer Landestiergarten GmbH</td>
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<tr>
<td>Tierpark Nordhorn</td>
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<tr>
<td>Toledo Zoo</td>
<td>United States</td>
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<tr>
<td>Topeka Zoo and Conservation Center</td>
<td>United States</td>
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<td>Toronto Zoo</td>
<td>Canada</td>
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<td>Toyohashi Zoo and Botanical Park</td>
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Photo: Giant day gecko (*Phelsuma grandis*)  
© Annika Sorjonen, Korkeasaari Zoo