



ANNUAL IMPACT  
REPORT 2024-2025

# WILD FUTURES



**TARONGA**   
CONSERVATION SOCIETY AUSTRALIA.

*For the Wild*

# ACKNOWLEDGEMENT OF COUNTRY

At Taronga, we pay our deepest respect and gratitude to the Cammeraigal (Taronga, Sydney), Wiradjuri (Taronga Western Plains, Dubbo) and Gomeroi (Habitat Positive, Northern Tablelands and North West Slopes) Peoples and regions of New South Wales as the Traditional Custodians of the lands, waters and skies on which we live and care for.

We Acknowledge their enduring connection to Country, Culture, lore and Community, and we recognise that this connection continues to guide how we care for the natural world.

It is through consultation and listening to First Nations stories, knowledge and voices that enable us to form better connections to Country and Community to build on our relationships across all regions of Australia and the Torres Strait.

In a time of rapid environmental change, Taronga's commitment to conservation, education and science is intertwined with our commitment to Country, to walk alongside, connect, consult and be led by the wisdom and custodianship of First Nations Peoples as we work together to safeguard the future of our planet.

The Country on which we have the honour to stand, learn and work always was, and always will be, Aboriginal land.

---

SMOKING CEREMONY AT THE  
79TH WAZA ANNUAL CONFERENCE  
AT TARONGA ZOO SYDNEY

PHOTO BY GINNI LEONARD







BORN TO MUM 'MARION', AFRICAN  
LION CUB TRIO 'NGUVU', 'MZURI'  
AND 'KAARI' AT TARONGA  
WESTERN PLAINS ZOO DUBBO

PHOTO BY GUY DIXON





# SECURING A SHARED FUTURE *for* WILDLIFE AND PEOPLE

At Taronga we believe that together we can find a more sustainable way to ensure the health and prosperity of all species.

From drought and bushfires to climate change, habitat destruction, ocean acidification and mounting environmental crises, our natural world and collective future are under threat. The urgency has never been greater.

While we cannot tackle these challenges alone, Taronga will continue to save species, restore ecosystems and create powerful experiences that inspire action from our guests and the broader community.

We believe every individual has a role to play in safeguarding the world's precious wildlife, as well as in embracing new ways of living that generate lasting, positive change – not just for today, but for generations to come.

Our Zoos provide experiences that spark wonder, joy and deep connections between people and nature. Through education and advocacy, we aim to cultivate conservation champions who speak up for wildlife and help build a future where both animals and communities thrive.

Taronga's conservation and recovery programs support a myriad of threatened and priority species, including our commitment to 11 Legacy Species, representing six Australian and five Sumatran species at risk of extinction. In the past year alone, we've contributed to 15 state and national recovery programs and partnered with 22 conservation organisations working on the frontline of conservation in 14 countries.

Together we can find a more sustainable way for wildlife and people to share this planet.





DINGO 'WARADA' AT  
TARONGA ZOO SYDNEY

PHOTO BY CHRIS DAVID

## Overview

Taronga Conservation Society Australia (Taronga) operates Taronga Zoo Sydney in Sydney and Taronga Western Plains Zoo in Dubbo. Taronga is a leader in the fields of conservation, research, education and environmental sustainability, working across NSW, Australia and the globe.

Taronga is constituted under the Zoological Parks Board Act 1973 as a statutory authority owned by the people of NSW and administered by the Minister for the Environment and Climate Change.

Amended legislation in 1992 defined Taronga's responsibilities in education, conservation, research and recreation (see Appendix 1). A minor amendment to the Act was undertaken in 2008 to formally recognise Taronga Conservation Society Australia as the official name, to better describe the work of the organisation.

## A letter to the Minister

### The Hon. Penny Sharpe MLC

Minister for Climate Change, Energy, the Environment and Heritage.  
Parliament House  
6 Macquarie St  
SYDNEY NSW 2000

Dear Minister,

It is with great pleasure that we present the 52nd Annual Report of the Taronga Conservation Society Australia, which includes the statement of accounts, for your presentation to the NSW Parliament. This report covers the Taronga Conservation Society Australia's activities in full for the year ended 30 June 2025 in accordance with Sections 20 and 37 of the Zoological Parks Board Act 1973 (NSW) (as amended) and the Annual Report Statutory Bodies Act 1984 (NSW) (as amended).

*K. Stubbins*

**Kristin Stubbins AM**  
Chair

*Cameron Kerr*

**Cameron Kerr AO, Hon.DSc**  
Chief Executive



Bradleys Head Rd, Cammeragal Country  
PO Box 20, Mosman NSW 2088  
Tel: 02 9969 2777  
Open 9.30am – 5.00pm (Sep – Apr)  
Open 9.30am – 4.30pm (May – Aug)  
[taronga.org.au](http://taronga.org.au)



Obley Rd, Wiradjuri Country  
PO Box 831, Dubbo NSW 2830  
Tel: 02 6881 1400 | Fax: 02 6884 1722  
Open: 9.00am – 4.00pm  
Open 8.30am – 5.00pm (during school holidays)  
[taronga.org.au/dubbo](http://taronga.org.au/dubbo)





# CONTENTS

Overview	
Chair and CEO Report	08
Our Board	10
Our Committees	12
Our Year in Review	14
Our Organisation	16
Strategic Plan	17
 Strategy	
Our Footprint	18
Our Work Across Australia	20
Our Global Reach	22
Conservation Action	24
Wildlife Care and Welfare	34
Impact through Education and Experience	42
Zoo of the Future	50
Commitment to Country	56
Environmental Leadership	62
Organisational Strength	68
Taronga Foundation	74
 Statutory Financial Statements	80
 Appendices	120



# CHAIR & CEO REPORT

This year has been one of remarkable progress and reflection for Taronga. Despite a challenging economic landscape, we are proud to report a strong financial and operational performance across both our Zoos. Visitor numbers remained resilient, with growth in international guests alongside strong visitation from student groups.

Our commitment to excellence in conservation, animal welfare, education and guest experience continues to set benchmarks globally.

A personal highlight for both of us was visiting the Wild Deserts project in far-western NSW, where we witnessed the release of Greater Bilbies back into their natural habitat. Standing in the desert as these iconic animals scampered into the night was a powerful reminder of Taronga's vital role in conservation. It also underscored the importance of collaboration with government, academia and community partners to restore ecosystems and protect Australia's unique biodiversity.

Taronga's capital program reached several major milestones this year, reflecting our commitment to innovation, accessibility and world-class visitor experiences.

At Taronga Zoo Sydney, construction advanced significantly on the Wildlife Veterinary Teaching Hospital. Set to open in late 2026, this state-of-the-art facility will expand the Zoo's critical rescue and rehabilitation work as well as enable widespread training and upskilling of wildlife carers, students and veterinary practitioners to further protect Australia's biodiversity against ever increasing natural disasters.

Meanwhile, the revitalised Sky Safari project also made strong progress. This essential transport upgrade will deliver a more inclusive and accessible zoo experience, particularly for guests requiring mobility support, ensuring that Taronga Zoo remains an enjoyable and engaging destination for everyone.

In Dubbo, we broke ground on the most ambitious development in Taronga Western Plains Zoo's history - Serengeti Resort. This transformative project will unlock vast grasslands to create an immersive African wildlife experience, reimagining the Zoo as a multi-day destination for families and travellers. Over the coming decades, the resort is projected to inject nearly \$400 million into the local visitor economy.

In November, Taronga Zoo Sydney was honoured to host two landmark events: the Global Nature Positive Summit and the World Association of Zoos and Aquariums conference. These gatherings brought together thought leaders from around the world to promote global efforts in protecting and preserving our natural world, discussing action on planetary issues such as habitat destruction, biosecurity and species conservation.

As we look ahead, we are actively shaping a new strategic plan that reimagines what a zoo can be in the 21st century. The Zoo of the future must be a place of learning, a hub for conservation science and inspiration for guests to choose behaviours that support wildlife conservation and environmental sustainability.

Finally, we extend our heartfelt thanks to our dedicated staff, passionate volunteers, the Taronga Board, and our partners in the Federal and State Governments. Your unwavering support fuels our mission and inspires us every day.

Together, we are building a shared future where together wildlife and people thrive.

*K. Stubbins*

**Kristin Stubbins AM**  
Taronga Board Chair



*Cameron Kerr*

**Cameron Kerr AO**  
Taronga Chief Executive







A GREATER BILBY  
IN THE NEWHAVEN  
WILDLIFE SANCTUARY

PHOTO BY BRAD LEUE, AWC



# OUR BOARD



## Kristin Stubbins AM

BComm, BA, FCA

Ministerial Appointee. Chair of the Taronga Conservation Society Australia. Board Member of the Performance, Audit, Risk and Safety Committee. Appointed 1 July 2021. Term expires 30 June 2027.



## Laura Berry

GradCert, MAICD

Ministerial Appointee. Chair of the Community Engagement and Sustainability Committee. Appointed 26 April 2022. Term expires 31 December 2025.



## Jennifer Cowley OAM

BA, Dip.Soc.Sci, Dip.Man

Nominated by an organisation involved in providing financial or other support to Taronga Western Plains Zoo. Member of the Wildlife Conservation Committee and Community Engagement and Sustainability Committee. Appointed 26 April 2022. Term expired 30 June 2025.



## Catherine Harris AO PSM

B. Com, Hon.DBus

Ministerial Appointee. Member of the Wildlife Conservation Committee and Community Engagement and Sustainability Committee. Appointed 6 June 2022. Term expires 31 December 2025.



## Joe David

Dip Law

Nominated by an organisation involved in providing financial or other support to Taronga Zoo Sydney and representing Taronga's volunteer community. Member of the Performance, Audit, Risk and Safety Committee, Wildlife Conservation Committee and Community Engagement and Sustainability Committee. Appointed 6 June 2022. Term expires 30 June 2028.



## Michael Herring

B Comm LLM

Ministerial Appointee. A/Deputy Chair of the Taronga Conservation Society Australia Board. Chair of the Performance, Audit, Risk and Safety Committee. Appointed 1 January 2023. Term expires on 31 December 2026.



## Professor Richard Kingsford

BSc, Dip. Ed, Ph.D

Ministerial Appointee. Chair of the Wildlife Conservation Committee. Appointed 18 December 2023. Term expires 30 June 2026.



## Sarah Norgate

BA LLM (UNSW); GradDip Applied Corporate Governance (GIA)

Representing Mosman Council. Member of the Performance, Audit, Risk and Safety Committee. Appointed 19 July 2022. Term expires 30 June 2027.



## Murray Wood

EnvSc&Mgt, MBA

Representing Dubbo Council. Member of the Performance, Audit, Risk and Safety Committee and Community Engagement and Sustainability Committee. Appointed 11 October 2021. Term expires 30 June 2026.



## Professor Talal Yassine OAM

BA, LLB LLM, MBA, FAICD

Ministerial Appointee. Member of the Performance, Audit, Risk and Safety Committee. Appointed 29 April 2024. Term expires 31 December 2026.

## Board Member Attendance

Section 6 of the Zoological Parks Board Act 1973 (NSW) stipulates the criteria under which the members are appointed to the Board. The Board met six times during the year.

Board Member	Meeting Attendances
Kristin Stubbins AM	6 of 6
Laura Berry	6 of 6
Jennifer Cowley OAM	6 of 6
Catherine Harris AO PSM	6 of 6
Joe David	6 of 6
Michael Herring	6 of 6
Professor Richard Kingsford	5 of 6
Sarah Norgate	6 of 6
Murray Wood	6 of 6
Professor Talal Yassine OAM	6 of 6





PLAINS-WANDERER IN THE WILD  
PHOTO BY ADRIAN MANN, ZOOS SA



# OUR COMMITTEES

## Board Committees

The number of committee meetings held each year is shown in brackets.

### Performance, Audit, Risk and Safety Committee (7)

Monitors financial performance, work health and safety, human resource management, information technology, capital works programs and asset management. Monitors and covers issues relating to internal control systems, risk management systems, financial reporting and other financial responsibilities. Representatives from the NSW Audit Office and internal auditors KPMG attend meetings as required. Consists of selected Board members:

- Michael Herring – Chair
- Kristin Stubbins AM
- Joe David – member until 25 February 2025
- Murray Wood
- Sarah Norgate
- Prof Talal Yassine OAM

### Community Engagement and Sustainability Committee (6)

Monitors environmental, social and governance (ESG), environmental sustainability, Taronga Foundation, Commitment to Country, education, guest experience, community programs, communications and tourism development. Consists of selected Board members:

- Laura Berry – Chair
- Jennifer Cowley OAM
- Catherine Harris AO PSM
- Murray Wood
- Joe David – Joined 1 May 2025

### Wildlife Conservation Committee (6)

Monitors the strategic priorities Wildlife Care and Welfare, as well as Conservation Action. This includes husbandry and enrichment, preventative healthcare programs, population management, wildlife rescue and rehabilitation, conservation science and fieldwork, recovery programs, rewilding, conservation partnerships, biosecurity and veterinary services. Consists of selected Board members and external contributors from appropriate specialist fields:

- Prof Richard Kingsford – Chair
- Joe David
- Jennifer Cowley OAM
- Catherine Harris AO PSM
- Steve Coleman, RSPCA NSW
- Dr Simon Longstaff AO, The Ethics Centre
- Dr Ian Roth PSM

## Other Committees

### Animal Ethics Committee (6)

Statutory committee through which all research projects involving animal research must be approved. Constituted in accordance with the Animal Research Act 1985 and consists of the following representatives:

- Dr Justine O'Brien – Chair
- Dr Monique Van Sluys (Researcher)
- Dr Jo Day (Researcher)
- Dr Frances Hulst (Veterinarian)
- Dr Peter Johnson (Veterinarian)
- Dr Alisa Wallace (Veterinarian)
- David Roden (Independent representative)
- Shane Daw (Independent representative)
- Dr Catherine Brett (Animal welfare representative)
- Aaron Purcell (Animal welfare representative)

The Committee reviewed and approved 16 new projects. The Committee also approved 27 ongoing projects and 16 amendment applications.

### Science Advisory Council (1)

Brings representatives of Taronga's academic, conservation and community partners to provide subject matter expertise and strategic input into Taronga's conservation science goals, research initiatives, grant opportunities and all matters relating to conservation science at Taronga.

- Pro Deputy Vice Chancellor Lesley Hughes, Macquarie University – Chair
- Prof Richard Kingsford, University of NSW – Deputy Chair
- Dr Ian Roth
- Prof Kathy Belov, University of Sydney
- Dr Rebecca Spindler, Bush Heritage Australia
- Dr Kristofer Helgen, Australian Museum
- Dr Georgina Kelly (government partner)
- Gretel Packer AM (community partner)
- Dr Justine O'Brien (Taronga representative)
- Cameron Kerr AO (Taronga representative)
- Nick Boyle (Taronga representative)



### Taronga Animal Welfare Committee (2)

The Committee is charged with guiding Taronga's Animal Welfare Program to ensure the highest possible care for Taronga's Zoo animal populations and to promote continuous improvement in animal welfare. The Committee also monitors welfare process and procedures including animal welfare incident reporting to ensure accountability and transparency is maintained as we enhance Taronga's approach to promoting positive animal welfare outcomes.

- Andrew Elphinstone - Chair
- Debra Doolan (NSW Department of Primary Industries)
- Nick De Graaff (Zoo and Aquarium Association)
- Vacant position (External representative)

#### Taronga representatives

- Nick Boyle
- Claire Ford
- Dr Gabrielle Tobias
- Dr Alisa Wallace
- Elio Bombonato
- Dr Ben Pitcher
- Michelle Shaw
- Brendan Host
- Andrea Crespo
- Rebecca O'Riordan

#### Elected Taronga representatives

- Maz Boz
- Laura Minns
- Andrew Kyle
- Glyn Avery
- Roxy Monaghan

### Taronga Aboriginal Advisory Group, Cammeragal Country (3)

As part of Taronga's commitment to reconciliation, the Taronga Aboriginal Advisory Group (TAAG), was established in 2019 on Cammeragal Country. The purpose of the group is to provide strategic advice and support to guide Taronga Zoo Sydney's journey to cultural excellence, building strength in relationships and providing advice, knowledge and truth of Aboriginal Culture at Taronga Zoo Sydney. The Taronga Aboriginal Advisory Group, Cammeragal Country includes:

- Roxanne Saunders – Co-chair
- Gary Field – Co-chair
- Caroline Glass-Pattison
- Shannon Valantine
- Daniella Dickson
- Greg Hodgkinson

Taronga Western Plains Zoo's Community consultation is facilitated through local Yarn Ups and Community team representation on relevant community groups. Yarn Ups are facilitated by the Community team and aim to achieve proactive, respectful and authentic consultation with the Aboriginal Elders, Community and relevant groups in Dubbo.



SHORT-BEAKED ECHIDNA IN THE  
SANCTUARY AT THE WILDLIFE  
RETREAT AT TARONGA

PHOTO BY HARRY VINCENT



# OUR YEAR IN REVIEW



## Conservation Action

60,000+

animals released to the wild to date from eggs to tadpoles, juveniles to adults

11



field grants supporting wildlife across the globe

75

science projects underway

3,050



hectares purchased for Habitat Positive, Taronga's third and largest site in the NSW Northern Tablelands

49

papers published by Taronga staff



## Wildlife Care and Welfare

1,594



native animals treated through Taronga's two wildlife hospitals

1,855

animals released to the wild through Taronga's rehabilitation, rescue or breed for release programs

530

animals examined by Taronga's Animal Registry of Wildlife Health



1,447



animals born across both zoos



## Impact through Education and Experience



1.7 million+

total guests

19,355

new Zoo Friends welcomed



92,000

overnight guests at both zoos



884,784

social media followers

Bachelor of Wildlife Conservation (Taronga)  
Honours degree launched with Sydney University

97,662

students visited both zoos

26+

keeper presentations each day across two Zoos



10 million+

'Who's Who in the Zoo'  
documentary viewers





## Commitment to Country

4,000

students participated in Community Programs, including Burbangana and Walanmarra

16

new Indigenous School Based Apprentices and Trainees (SBAT), the largest-ever intake

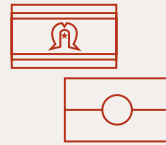


7

SBAT graduates transitioned into jobs across Taronga

6%

of employees identify as Indigenous



Winner



NSW Premier's 'World Class Education and Training' award for the Birrany & Malungan Business Program



## Environmental Leadership



40 million

litres of water saved

NSW Sustainability Awards winner for Net Zero Climate Action and Sustainable Tourism categories



100%



renewable electricity across both zoos, 7 years ahead of target

23



distinct waste streams managed, including organics and e-waste

69%

of waste diverted from landfill

~7,000 tonnes

CO2 emissions prevented



## Organisational Strength

1,044

total staff

18



team members inducted into Taronga's 20-year club, 70 recognised with long service awards



60%

of leadership and manager positions occupied by women

\$16 million+



raised by the Taronga Foundation



537

total volunteers



# OUR ORGANISATION

Taronga Conservation Society Australia May 2025



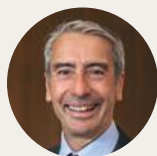
**Minister for Climate Change, Energy,  
the Environment and Heritage**

The Hon. Penny Sharpe MLC



**Taronga Conservation Society Australia Board**

Chair  
Kristin Stubbins AM



**Chief Executive**

Cameron Kerr AO Hon. Dr Sc.

## Executive team



**Nick Boyle**  
Executive Director,  
**Taronga Zoo Sydney**

- Accommodation
- Asset Management
- Commercial
- Education
- Guest Experience
- Taronga Wildlife Hospital Sydney
- Wildlife and Horticulture



**Steve Hinks**  
Divisional Director,  
**Taronga Western  
Plains Zoo**

- Asset Management
- Accommodation
- Commercial
- Marketing and Communications
- Taronga Wildlife Hospital Dubbo
- Wildlife Operations



**Narelle Beattie**  
Executive Director,  
**Corporate Services  
and Governance**

- Capital Programs
- Finance
- Governance and Risk
- Information Technology
- Procurement and Legal



**Leila Davis**  
Divisional Director,  
**Marketing,  
Communications  
and Fundraising**

- Communications
- Contact Centre
- Corporate Partnerships
- Data Management
- Design Studio
- Fundraising and Membership
- Marketing and Digital
- Tourism and Trade



**Andrew Elphinstone**  
Divisional Director,  
**Welfare,  
Conservation  
and Science**

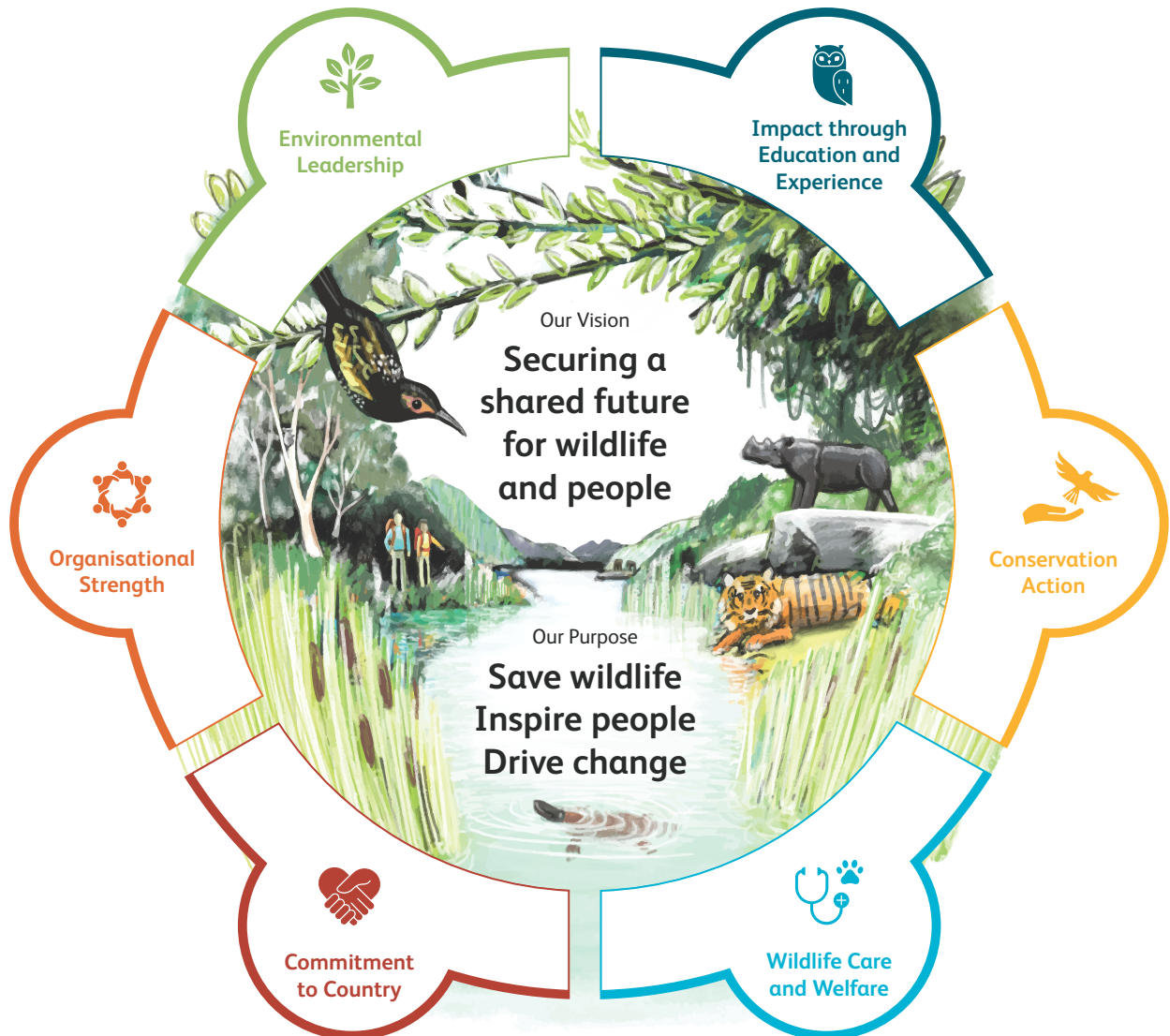
- Animal Nutrition
- Animal Population and Welfare
- Conservation Science
- Environmental Sustainability
- Recovery and Rewilding Programs
- Restoration Programs



**Rebecca Edwards**  
Divisional Director,  
**People, Culture  
and Safety**

- Human Resources
- Organisational Development and Learning
- Payroll and People Systems
- Volunteer Programs
- Work, Health and Safety





## 2021-2025 Strategic Plan

**The 2021–2025 Strategic Plan has guided Taronga through a period of bold action and transformation, anchored by a vision to secure a shared future for wildlife and people, as well as a purpose to save wildlife, inspire people and drive change.**

Led by the Executive and supported by teams across the organisation, the Strategic Plan is embedded in operational activities and organisational priorities, ensuring alignment and accountability throughout. Built on six strategic pillars, Taronga has delivered measurable impact through science-led conservation programs, immersive education and global partnerships. As a leading conservation organisation, Taronga has supported the recovery of more than 200 threatened species and engaged over two million guests annually across both zoos.

Society's expectations of zoos continue to evolve. As the final year of the current Strategic Plan approaches, Taronga is actively reflecting and engaging with the domestic and global zoo and aquarium community to explore the role of zoos beyond 2050. Visionary capital projects such as Taronga's two Wildlife Hospitals as well as the Amphibian and Reptile Conservation Centre are redefining the role of zoos as centres of conservation, education and public engagement.

A commitment to sustainability and net zero emissions by 2030 reinforces Taronga's leadership in addressing the most pressing environmental challenges of the era. Looking ahead, Taronga remains steadfast in its mission to lead with purpose, innovate with integrity, as well as inspire collective action for wildlife and the planet.



# OUR FOOTPRINT

## Taronga Zoo Sydney

Located on the Sydney Harbour foreshore on Cammeragal Country, Taronga Zoo Sydney is a leading conservation zoo and tourism destination. The Zoo supports breeding programs for critically endangered species such as the Regent Honeyeater and Christmas Island Blue-tailed Skink, as well as Northern and Southern Corroboree frogs. With more than 16 keeper presentations each day, local and international guests develop a deeper understanding of wildlife and are inspired to take action.

Taronga Zoo Sydney is home to the Taronga Institute of Science & Learning, which provides world-leading conservation education, research and science. Immersive experiences including the Wildlife Retreat at Taronga, Roar and Snore, as well as Twilight at Taronga provide many unique ways for guests to engage with the Zoo.

## Taronga Western Plains Zoo, Dubbo

At Taronga Western Plains Zoo, guests observe wildlife in an open range environment. Situated in Dubbo on Wiradjuri Country, the Zoo is globally renowned for its Rhino breeding programs, as well as caring for other endangered and vulnerable species, including the Sumatran Tiger, Asian Elephant and African Lion.

The site is also home to the Taronga Wildlife Hospital, Dubbo – the largest facility of its kind west of the Blue Mountains – and Platypus Rescue HQ.

Popular immersive guest experiences include the Zoofari Lodge, Savannah Cabins and Billabong Camp, overnight offerings which contribute to education and conservation outcomes.

## Taronga Sanctuary

Taronga Western Plains Zoo has emerged as a threatened species conservation powerhouse in regional New South Wales, with three successful breeding programs based at the Taronga Sanctuary - a 110-hectare, predator-proof haven established in 2019.

Designed to be a refuge for endangered species, animals can live and breed under the careful watch of conservation officers and keepers, before being released to bolster wild populations. This semi-wild habitat is home to Greater Bilbies and Chuditch (Western Quolls), both of which have been successfully reintroduced to the wild, as well as Brush-tailed Possums and purpose-built breeding aviaries for the critically endangered Plains-wanderer.

## Taronga Habitat Positive

In early 2025, Taronga acquired 3,050 hectares in the Northern Tablelands of NSW, establishing its third and largest 'wild' site as part of the visionary Taronga Habitat Positive initiative.

This world-leading project directly addresses Australia's biodiversity crisis. It builds on a century of conservation expertise to restore critically endangered ecosystems into thriving, climate-resilient sanctuaries for threatened species.

The project is seeking to partner with First Nations Peoples and deliver long-term opportunities for community-led land management. It forms part of the NSW Koala Strategy and will be the largest Box Gum Woodlands rewilding project undertaken in Australian history.

## Partners of the frontline

Taronga works closely with the NSW Government, the NSW Department of Climate Change, Energy, the Environment and Water, NSW National Parks and Wildlife Service alongside other government partners to prevent the extinction of native wildlife and to secure resilient ecosystems via recovery programs of numerous species. The threats facing our native animals are complex and the only way we can succeed in preventing species decline is to act together. It is through this combination of knowledge and action that we see glimmers of hope.





## New South Wales

Southern Corroboree Frog zoo-based breeding, translocations and strategic biobanking

[Kosciuszko National Park](#)

Northern Corroboree Frog zoo-based breeding, translocations and strategic biobanking

[Brindabella Mountain Range](#)

Monitoring of the Jenolan Caves zoo-based and remnant population of the Brush-tailed Rock-wallaby

[NSW](#)

Shark neurophysiology and deterrents

[NSW](#)

Georges Turtle (Bellinger River Snapping Turtle) virus: finding the source

[NSW](#)

Regent Honeyeater conservation breeding and translocation science

[NSW](#)

Conservation breeding and translocation science for the Plains-wanderer

[NSW](#)

Forging new strategies for human-Dingo co-existence

[NSW](#)

Emergency response and resilience framework for the Platypus

[NSW](#)

Retrospective and prospective analyses for emerging arboviruses of public health relevance in New South Wales wildlife

[NSW](#)

The chemical exposome of Myall Lake Dingoes: exploring exposure to rodenticides, pesticides and PFAS

[NSW](#)

Seabirds to Seascapes – understanding the impact of environmental change on food availability for marine predators to inform ocean policy and conservation strategies

[NSW](#)

Movements and habitat use of marine turtles in NSW

[NSW](#)

Booroolong Frog zoo-based breeding, translocations and strategic biobanking

[Northern Tablelands NSW](#)

Cryobanking to assist with climate-proofing threatened marine forests

[NSW](#)

Vitamin D metabolism in wild and zoo-based Southern Hairy Nosed Wombats

[NSW](#)

Conservation breeding and wild habitat monitoring of the Koala - Cowarra Wild Koala Breeding Program

[Mid Coast NSW](#)

Development of a non-lethal acoustic deterrent system to deter gliders from preying on nesting Regent Honeyeaters

[NSW](#)

Conservation breeding and translocation of Yellow-spotted Bell Frogs to the Southern Tablelands

[NSW](#)

Significance of full spectrum lighting for Australian native mammals in a nocturnal house

[NSW](#)

Husbandry of the Bellinger River Turtle

[NSW](#)

Assessment of an artificial diet to supplement the energy requirements of managed Koala populations

[NSW](#)





Monitoring of Christmas  
Island Blue-tailed Skinks on  
the Cocos (Keeling) Islands  
post-translocation  
Indian Ocean Territory



Field Island Flatback Turtle  
monitoring program  
NT



# OUR WORK ACROSS AUSTRALIA

Over the past 12 months, Taronga's scientists, conservation team and partner organisations conducted multidisciplinary programs under our unified mission of leading and supporting effective conservation through innovative science and evidence-based mitigation actions that ensures species' survival and the long-term security of resilient ecosystems.

Taronga's programs and partnerships within Australia have been carefully selected to ensure effective, practical and timely outcomes that address urgent, current and future conservation challenges. Taronga plays a leading role in several national threatened species recovery programs and contributes nationally to more than 30 conservation and research programs. Together with partners in university, government and conservation groups, Taronga has secured scientific grants from donors, corporate partners and highly competitive funding bodies, including the Australian Research Council, to support these programs.

## Australia

**Conservation breeding and translocation of Greater Bilbies**

Taronga Western Plains Zoo, Sturt National Park NSW, Newhaven Wildlife Sanctuary NT

**Translocation of Eastern Quolls, Southern Brown Bandicoots and Long-Nosed Potoroos to Booderee National Park**

Jervis Bay Territory

**Combating the illegal trade of Australian wildlife through forensic science**

Australia (nationally)

**Understanding the impact of disease and pollution on Turtles and Australian Fur Seals**

Australia (nationally)

**Conservation of Australia's island invertebrates**

Norfolk Island

**Australian Shark Incident Database**

Australia (nationally)

**Uluru-Kata Tjuta National Park Mala Census**

NT

**Understanding the impact of disease and pollution on New Zealand Fur Seals (*Arctocephalus forsteri*)**

Australia (nationally)

**Reef Recovery and Resilience**

QLD, WA

**Collaborative science for monitoring of Northern Territory marine megafauna**

NT

**Flora and Fauna Surveys - Uluru-Kata Tjuta National Park**

NT





## Field Grants

Feeding the future: Planting Glossy Black feed trees in the Nambucca  
Nambucca Valley Landcare

OceanID Australia  
Green Heroes

# OUR GLOBAL REACH

Taronga partners with 17 organisations working on the front line of conservation across 14 countries.

From Kenya to Vietnam, Madagascar to Nepal, Taronga works with conservation experts in the field to protect priority species and habitats, facilitate ways that people can live and share environments with wildlife, as well as foster community and government support for conservation. With these close partnerships, we ensure that our contributions have long-term effects and outcomes for biodiversity that are measurable in the wild.

Building local capacity to monitor and safeguard Pangolins, the world's most trafficked wild mammal, Ghana

A Rocha Ghana



Frankfurt Zoological Society  
Rhino translocation funding  
Zimbabwe

## Conservation Partnerships

### Jane Goodall Institute Australia

Vyanda Forest Nature Reserve,  
Chimpanzee Conservation Action Plan,  
Tchimpounga Sanctuary  
Republic of Congo

### Northern Rangelands Trust

Biliqo-Bulesa, Ruko Giraffe conservation  
Kenya

### TRAFFIC

Southeast Asia

### Flora & Fauna International

Asian Elephants & Northern White  
Cheek Gibbons  
Vietnam

### International Rhino Foundation

Sumatran Rhino Sanctuary and  
reforestation work  
Sumatra, Indonesia

### Bongo Surveillance Project

Monitoring program  
Kenya

### International Rhino Foundation

Reforestation work  
Sumatra, Indonesia

### Frankfurt Zoological Society

Rhino translocation funding  
Zimbabwe

### Malilangwe Trust

Anti-poaching scout program  
Zimbabwe





### Bacon Bugs

Farming edible insects to reduce lemur hunting in Anjanaharibe-Sud, Madagascar

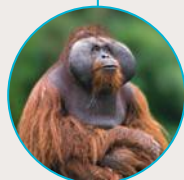
Wildlife Madagascar



### Flora & Fauna International

Asian Elephants and Northern White Cheek Gibbons

Vietnam



Replantation of an illegal encroachment area to recover vital orangutan habitat in Samboja Lestari, Indonesia

Borneo Orangutan Survival Foundation

## Conservation Field Grants (2024–2026) International

Recovering critically endangered Melanesian Petrels, Vanuatu

Monash University

Replantation of an illegal encroachment area to recover vital orangutan habitat in Samboja Lestari, Indonesia

Borneo Orangutan Survival Foundation

Restoring canopy habitats:

Epiphyte integration for *Abronia campbelli* conservation, Guatemala

Oklahoma City Zoo and Botanical Gardens

Bacon Bugs

Farming edible insects to reduce lemur hunting in Anjanaharibe-Sud, Madagascar

Wildlife Madagascar

Building local capacity to monitor and safeguard Pangolins, the world's most trafficked wild mammal, Ghana

A Rocha Ghana

First artificial reefs project in Loky Manambato marine protected area, north east Madagascar

Time and Tide Foundation

Using camera traps for the monitoring and management of endangered Chimpanzees in southern Burundi, Uganda

Conservation and Community of Change

Restoring South Africa's Endangered Sand Forest with 'The Green Mambas' Rewilding Team, South Africa

Wild Tomorrow

Science and Community for Chinese Pangolin conservation in Sindhupalchok District, Nepal

Biodiversity Conservancy Nepal



# CONSERVATION ACTION

Deliver world leading conservation  
action, recovery and science

---

FIORDLAND PENGUIN CHICK AND  
ADULT AT TARONGA ZOO SYDNEY

PHOTO BY JED NIELSEN

STRATEGY







DR JONATHAN DALY,  
CONSERVATION BIOLOGIST  
AND AQUATIC CRYOBIOLOGY  
SPECIALIST, DELIVERING  
CORAL SPAWN INTO  
CRYOPRESERVATION TANK







## Conservation Science and Recovery

Taronga's conservation science programs target key threatening processes affecting a wide range of species, with a focus on those most critically endangered in Australia and globally.

Supported by the Taronga Foundation and other funding bodies, these initiatives aim to secure wildlife in suitable ecosystems and habitats.

Over the past 12 months, Taronga scientists, conservation officers and partners have delivered multidisciplinary programs with measurable outcomes. This has advanced understanding and protection of wildlife through investigation, evidence-based action and science communication.



DR JO DAY, CONSERVATION BIOLOGIST AND  
DR PHOEBE MEAGHER, WILDLIFE CONSERVATION  
OFFICER, COMPLETING MARINE TURTLE TRACKING

## In the Water

### Cryo Coral Comeback

Corals worldwide are under threat from rising ocean temperatures and acidification driven by climate change. Since 2011, Taronga's Reef Recovery Program has partnered with the Smithsonian Institution, the Australian Institute of Marine Science (AIMS) and the Reef Restoration and Adaptation Program (RRAP) to safeguard the genetics of threatened coral populations on the Great Barrier Reef using cryopreservation and biobanking.

These cryopreserved sperm samples are stored at Taronga's CryoDiversity Banks on Cammeragal Country (Sydney) and Wiradjuri Country (Dubbo), and they are a vital resource to support reef resilience and recovery efforts now and in the future.

During the 2024 coral spawning at AIMS, cryopreserved sperm from wild colonies of *Acropora* 'Maggie' kenti were used to fertilise coral eggs, producing new larvae. These were settled onto conditioned tabs alongside a control group created using fresh sperm and eggs.

In November, both groups were deployed onto the Reef on Manbarra Sea Country as part of a large-scale field trial coordinated by our RRAP partners. By February 2025, in-water assessments revealed coral recruits on 44 percent of devices and 20 percent of settlement tabs in the cryopreserved group, outperforming results observed in the control group which showed 26 percent and 10 percent respectively. These survival rates remained steady in April, with quarterly monitoring to continue over the coming 12 months.

This marks a world-first deployment of coral recruits produced using cryopreserved sperm onto a reef in a controlled experiment. The results offer groundbreaking insights into how frozen genetic material can support large-scale reef recovery in Australia and globally.

### Tagged for Protection

Taronga has satellite-tagged 16 marine turtles across NSW in collaboration with the Sydney Institute of Marine Science, NSW National Parks and Wildlife Service, Indigenous ranger groups and local stakeholders. Capturing data on movements, health and origin will inform conservation planning for this threatened, culturally significant species under a changing climate.

### Fledging a Future

In a world-first, two Fiordland Penguin chicks were born at Taronga Zoo Sydney, fledged from rehabilitated parents in the only global breeding program for this vulnerable species. Fiordland Penguins, also known as Tawaki or Fiordland Crested Penguins, are listed as a threatened species and are endemic to New Zealand.

### Protecting Coastal Icons

In 2024 Taronga's scientists studied more than 75 Little Penguins from five colonies in NSW as part of the Seabirds to Seascapes project. Their work revealed movements, connectivity, behaviours, threats and population health, strengthening conservation efforts of these iconic marine predators.



LENDING A HAND TO  
CRITICALLY ENDANGERED  
NORTHERN CORROBOREE  
FROGS AS THEY ARE  
RELEASED IN BRINDABELLA  
NATIONAL PARK

PHOTO BY GRACE BLACK





## On the Land

### Leaps Toward Survival

For nearly 15 years, Taronga has undertaken a vital conservation breeding and reintroduction program for the critically endangered Northern Corroboree Frog, one of Australia's most threatened amphibians. Despite its iconic status, the species has suffered steady decline over the past four decades, driven by the introduced and devastating chytrid fungus, as well as the impacts of climate change, invasive weeds and feral animals.

Since 2010, zoo-bred frogs across various life stages have been released into the Brindabella National Park (NSW) to bolster wild populations. Releases have involved eggs and tadpoles, alongside juvenile frogs to better understand how age and season affect post-release survival outcomes.

Annual monitoring, conducted in collaboration with the NSW Department of Climate Change, Energy, the Environment and Water alongside the NSW National Parks and Wildlife Service, shows that approximately 30 percent of released juvenile males survive to maturity and establish nests, which is a strong result for amphibian recovery efforts.

In March 2025, Taronga conducted its largest release yet: 544 juvenile Northern Corroboree Frogs at multiple sites in the northern Brindabella mountains. Backed by years of trial data, the release marks a significant milestone, highlighting both improved breeding success and the Zoo's expanded capacity, which now accommodates approximately 700 frogs. The breeding program scaled up significantly in 2020, after devastating megafires impacted most remaining wild populations.

This release marks the first in a planned series of three consecutive years of large-scale juvenile deployments, aimed at rebuilding wild populations across the region. Alongside these efforts, Taronga continues collaborative conservation research, including genetic assessment, husbandry trials and technologies to enhance the species' immunity to disease.



KEEPERS LEONIE PASCUA AND JARRED CLARK ASSESS A GREATER BILBY IN THE TARONGA SANCTUARY AT TARONGA WESTERN PLAINS ZOO DUBBO

PHOTO BY RICK STEVENS

20



Greater Bilbies released into Sturt National Park, joining the 10 released in 2020

### Century-Long Return

This year was the most successful breeding season yet for the endangered Chuditch (Western Quoll), with 35 joeys born. Thirty-two animals were released into Sturt National Park, marking the species' return to NSW after over a century. Another 12 were released to Mt Gibson (WA), completing reintroduction efforts there.

### Protecting our Platypus

Taronga has built the world's largest Platypus conservation centre. Facilities at both of Taronga's Zoos support emergency rescue, research and visitor engagement. Six resident Platypuses are offering new insights into breeding biology and climate resilience.

### Bilbies Bounce Back

Greater Bilbies are thriving in the Sanctuary at Taronga Western Plains Zoo, with 32 receiving health checks in March and found to be in excellent health. Twenty were released to the Wild Training Zone in Sturt National Park, building on the release of 10 Taronga-bred bilbies in 2020.



WILD KOALA BEING RELEASED BY  
CATHERINE COOKE AS PART OF  
KOALA SENTINEL POPULATION  
MONITORING PROGRAM

PHOTO BY DR LARRY VOLGELNEST







## Up above

### Koala Sentinel Program

In 2023, Taronga was engaged by the NSW Department of Climate Change, Energy, the Environment and Water to lead the Koala Capture and Veterinary Processing Project. Over the past year, fieldwork was conducted at six sites across NSW, with 300 Koalas assessed through clinical exams, ultrasounds, sample collection, morphometrics and GPS tracking collar deployment.

Four sites were return visits, enabling longitudinal data collection through the recapture of GPS-collared and ear-tagged Koalas, alongside the inclusion of new individuals to broaden the sample size. The project has returned insights into demographics, disease prevalence, reproductive health as well as genetics, allowing comparisons across representative NSW populations as well as understanding of the complex interactions between these factors.

GPS tracking data revealed patterns in home ranges, diurnal and seasonal movement, as well as interactions which contribute to understanding Koala movement ecology. Welfare and safety have remained a top priority throughout the project, with successful large-scale operations conducted without any adverse impact on the animals. This multi-disciplinary, long-term study is a key contributor to the NSW Koala Strategy, informing future population management and conservation actions.

### Wings Over Wonnarua

In July 2024, 48 Regent Honeyeaters were released into the Tomalpin Woodlands on Wonnarua Country (NSW). This release on land owned by Mindaribba Local Aboriginal Land Council provided a valuable opportunity to engage and share stories with First Nations Community.

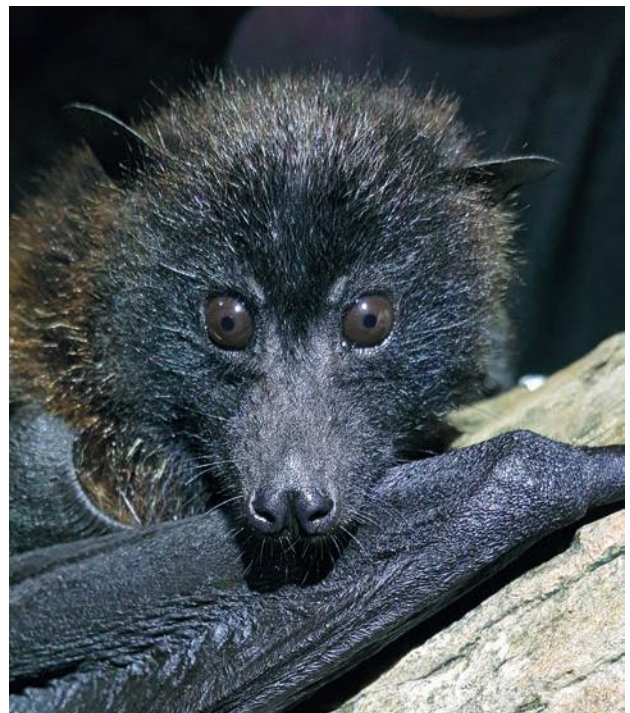
### Saving Island Pollinators

The critically endangered Christmas Island Flying-Fox is a keystone species, playing a vital role in seed dispersal and pollination across the island's unique ecosystem. The Australian Registry of Wildlife Health has been actively involved in monitoring the health and ecology of this species for over a decade, gaining valuable insights into its behaviours and environmental interactions.

300



Wild Koalas were assessed in the past year as part of the Koala Sentinel Program



CHRISTMAS ISLAND FLYING-FOX

PHOTO BY JANE HALL





AUSTRALIAN REGISTRY  
OF WILDLIFE HEALTH  
INVESTIGATING SEA  
BIRD DEATHS

PHOTO BY NATALIE HADDAD



## Safeguarding Wildlife Health

The Australian Registry of Wildlife Health plays a critical role in protecting biodiversity and biosecurity across NSW to address the needs of wildlife managers, agriculture and public health. The Registry operates in partnership with the NSW Department of Climate Change, Energy, the Environment and Water, NSW Department of Primary Industries and Regional Development, as well as the broader community. It delivers expert wildlife disease diagnostics essential for conservation and early threat detection.

Throughout the year, the Registry examined 530 animals across 123 unusual or mass mortality events, a significant increase from the previous year's 320 cases. These investigations help identify emerging diseases, guide response strategies as well as support the health of wildlife.

Recent investigations have centred on key species and emerging health events across Australia, including illness and mortality in Bellinger River Snapping Turtles as well as neurological syndromes in seabirds and felids on remote Australian territories. Active surveillance continues for post-migration shearwater deaths, including testing for highly pathogenic avian influenza. In addition to this diagnostic service for free-ranging wildlife, Taronga's Registry delivers training to build capacity to detect and mitigate wildlife disease and conducts research to better understand the ecology of newly discovered and known agents.



530

Animals were examined by the Registry over the past year

## Conservation Action Snapshot



544

juvenile Northern Corroboree Frogs released across the Brindabella Range

24

Wilay (Brushtail Possums) translocated to Central Australia



75

Little Penguins studied across five NSW colonies

35

Chuditch (Western Quoll) joeys born, with 44 released to the wild in WA and NSW



48

Regent Honeyeaters were released into the Tomalpin Woodlands on Wonnarua Country (NSW)





# WILDLIFE CARE *and* WELFARE

Driving global leadership in wildlife care and animal welfare with a commitment to species recovery, wildlife rescue and conservation

---

BLACK RHINO CALF 'BUDHI'  
WITH MUM 'MESI' AT TARONGA  
WESTERN PLAINS ZOO

PHOTO BY RICK STEVENS









ASIAN ELEPHANTS 'PAK BOON'  
AND 'TANG MO' ENJOYING EACH  
OTHERS COMPANY IN THE DAYS  
BEFORE THE GREAT MIGRATION

PHOTO BY ELISHA KIRKER



## Animal Care and Welfare

### Taronga's Great Migration Commences

Elephants have been at the heart of Taronga Zoo Sydney since its opening in 1916. After careful consideration, Taronga made the landmark decision to relocate beloved female elephants, 'Tang Mo' and 'Pak Boon', to Monarto Safari Park in South Australia as part of a newly formed social herd. Asian Elephants live in matriarchal, multigenerational herds where younger females thrive under the guidance of experienced elders and this move united elephants from across Australasia.

Keepers began preparing the elephants well in advance, giving them the choice to participate in daily crate and 'seatbelt' sessions, building positive associations ahead of the move. The training involved 'Pak Boon' and 'Tang Mo' voluntarily presenting their feet for leg bands to be fitted, an important safety and comfort measure when the truck braked, accelerated or turned in transit.

Both elephants voluntarily entered their crates in late April, ready for the 22-hour interstate journey. At Monarto Safari Park, 'Tang Mo' and 'Pak Boon' joined elephants from Auckland and Perth zoos, to form a new multigenerational herd. With all female Asian Elephants in the regional breeding program now living within expansive, open-range habitats that support dynamic social groups, this transition marks a significant milestone and sets a new benchmark for elephant welfare across Australasia.

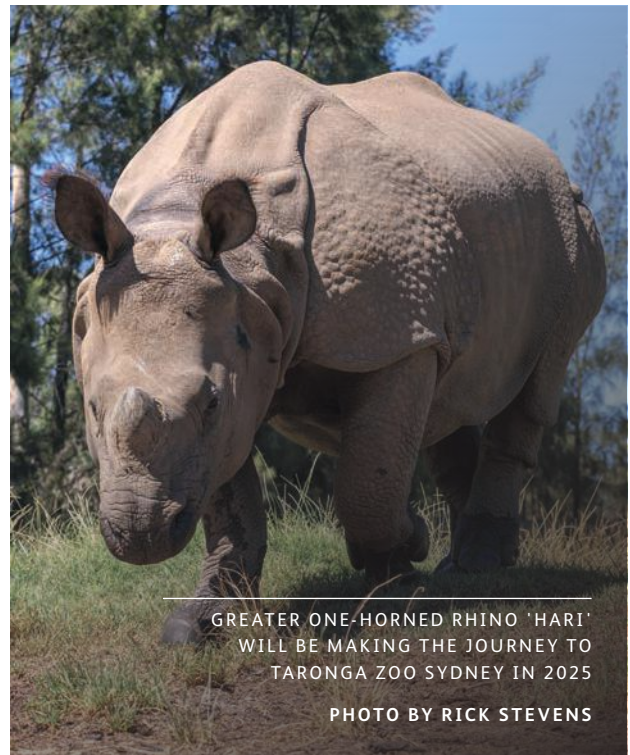
Taronga's unwavering commitment to Asian Elephant conservation continues at Taronga Western Plains Zoo in Dubbo, with the birth of a calf expected in late 2025 to add to this existing breeding herd.

As part of the Zoo's Great Migration project, the departure of 'Tang Mo' and 'Pak Boon' paves the way for a new multi-species habitat at Taronga Zoo Sydney, which will welcome 'Hari', the Greater One-horned Rhino, and a herd of Water Buffalo by the end of 2025.

1,855



animals released to the wild across 2024/25 through Taronga's rehabilitation, rescue or breed for release programs



GREATER ONE-HORNED RHINO 'HARI' WILL BE MAKING THE JOURNEY TO TARONGA ZOO SYDNEY IN 2025

PHOTO BY RICK STEVENS

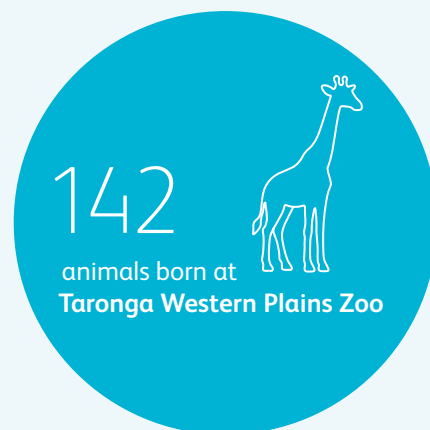
### Enrichment through Innovation

Taronga has worked hard to foster relationships that have led to new environmental enrichment opportunities and technological innovations. Taronga's gorillas have enjoyed their Navy-donated fenders, seal-activated water jets and 3D-printed puzzle devices.

### Generations of Strength

Black Rhino 'Mesi' delivered a healthy male calf, 'Budhi', in August 2024. The birth marked the 18th calf and the fourth generation born to the program since its commencement in the early 1990s.

## Taronga Zoo Significant Births



- **674** Northern Corroboree Frogs
- **86** Yellow-spotted Bell Frogs
- **83** Bellinger River Turtles
- **30** Regent Honeyeaters
- **18** Little Penguins
- **14** Eyelash Vipers
- **8** Noisy Pittas
- **5** Freckled Ducks
- **3** Royal Spoonbills
- **2** Fiordland Penguins
- **2** Short-beaked Echidnas
- **1** Australian Sea Lion
- **1** Fijian Crested Iguana
- **1** Glossy Black-cockatoo
- **1** Koala
- **1** New Zealand Fur Seal
- **36** Regent Honeyeaters
- **11** Chuditch (Western Quoll)
- **5** Cheetahs
- **5** Giraffes
- **5** Plains-wanderers
- **3** Addax
- **3** African Lions
- **1** Black Rhinoceros
- **1** Scimitar Oryx



ADDAX CALVES AT TARONGA  
WESTERN PLAINS ZOO, DUBBO

PHOTO BY RICK STEVENS



## Wildlife Health and Rehabilitation

### Healing Hank

A critically ill Koala joey nicknamed 'Hank' defied the odds thanks to life-saving care at the Taronga Wildlife Hospital in Dubbo. 'Hank' arrived from Narrandera via a WIRES carer in January. He was severely dehydrated, lethargic, and malnourished, with veterinary nurses describing him as gravely unwell.

Following weeks of an intensive, round-the-clock care, including IV fluids, medications and a specialised milk formula, 'Hank' slowly began to recover. During his rehabilitation, he spent his days at the Wildlife Hospital and nights in the home care of a dedicated nurse. By May, 'Hank' had progressed to living full-time at the hospital and was successfully weaned, transitioning onto a leaf-only diet.

The next milestone in 'Hank's' journey was socialisation. In late May, he was moved to a rehabilitation habitat in Narrandera, to begin learning essential life skills such as climbing and social behaviour, critical for his eventual return to the wild when he reaches maturity.

'Hank' is just one of the 800 sick, injured or orphaned native animals that received expert care at the hospital in Dubbo this year.



'HANK' THE KOALA IN THE WILDLIFE HOSPITAL  
AT TARONGA WESTERN PLAINS ZOO DUBBO

PHOTO BY JENNIFER HOAR



ORPHANED WOYLIE  
(BRUSH-TAILED BETTONG)  
IN CARE AT TARONGA  
WILDLIFE HOSPITAL  
DUBBO

PHOTO BY LOUISA TODD

### Swimming Toward Recovery

Over the year, 28 marine turtles were admitted to the Taronga Wildlife Hospital in Sydney. Many of these animals were suffering injuries caused by human activity, such as boat strike, ingested plastic, fishing line entanglement and embedded hooks.

### Wild Once More

After nine weeks of recovery at the hospital in Sydney from a fractured skull and misaligned jaw, a young male Spotted-tailed Quoll was successfully returned to the wild in the Blue Mountains National Park.

### Hope in the Pilliga

A critically endangered Woylie (Brush-tailed Bettong) joey found abandoned was hand-raised by the hospital team in Dubbo, leading to a release back into the Pilliga State Conservation Area through a collaborative effort with Australian Wildlife Conservancy.

## Wildlife Rehabilitation

Taronga's two Wildlife Hospitals received 1,594 sick, injured or orphaned native animals for treatment and rehabilitation in the past year.

### Taronga Zoo Sydney



#### Most common wildlife hospital patients

- Brushtail Possum
- Common Ringtail Possum
- Rainbow Lorikeet
- Australian Brush Turkey
- Eastern Water Dragon

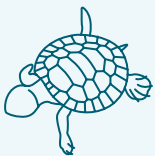
### Taronga Western Plains Zoo Dubbo



#### Most common wildlife hospital patients

- Sulphur-crested Cockatoo
- Silver-grey Brushtail Possum
- Eastern Grey Kangaroo
- Bearded Dragon
- Galah

## Interesting cases



#### Loggerhead Turtle

- Found entangled in fishing line and hooks
- Released after five weeks of care



#### Red-tailed Tropicbird

- In care for two weeks
- Released on Lord Howe Island



#### Feathertail Glider

- Australia's smallest marsupial glider
- Released after two days of care



#### Shy Albatross

- Only species of albatross that breeds exclusively on three offshore islands near Tasmania
- In care for nine days
- Released offshore in 25 knot winds





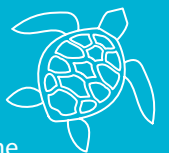
IAMANG 'KASARNA' BRACHIATING  
ACROSS THE MOAT AT TARONGA  
WESTERN PLAINS ZOO DUBBO  
PHOTO BY GREG GAWTHORNE

## Wildlife Care & Welfare Snapshot



1,447

animals born  
across both zoos



28

Marine turtles  
admitted to the  
Taronga Wildlife  
Hospital in Sydney



530

animals examined by  
Taronga's Australian  
Registry of Wildlife Health

1,594

native animals  
treated through  
Taronga's two  
wildlife hospitals





# IMPACT THROUGH EDUCATION *and* EXPERIENCE

Offering inspiring and fun experiences that connect people to wildlife, shaping wildlife friendly attitudes, beliefs and behaviours

---

KYANNA HALL, SCHOOL BASED  
TRAINEE ON WIRADJURI COUNTRY  
WITH A SPOTTED PYTHON

PHOTO BY GUY DIXON

STRATEGY





## Impact

### Ideas that Hatch

From February to June 2025, Taronga's fifth Hatch: Taronga Accelerator Program supported nine passionate founders across six ventures tackling sustainability and conservation challenges. The program was proudly supported by LG Electronics Australia & New Zealand, reinforcing their commitment to people and the planet.

120



participants in Taronga's Wild Memories aged-care program

Owls Eat Rats won the 2025 Hatch Grant of \$50,000 for its eco-friendly solution to replace toxic pesticides in farming by harnessing the natural hunting power of Barn Owls. ALBON received the \$5,000 LG Life's Good Award for its algae-powered system that transforms wastewater into valuable resources. Reusably received the \$5,000 People's Choice Award for its smart, scalable software platform tackling the single-use packaging crisis by streamlining reusable packaging systems for businesses and individuals.

The three other finalists were: Sustainable Floristry Network - advancing eco-conscious practices in floristry; Win for Nature - restoring habitats through subscriber-funded land purchases; and Beyond Best Before - rethinking food waste to build a more sustainable future.

The program was enriched by 25 mentors and experts, spanning industry professionals, not-for-profit leaders and social enterprise founders. Judging was moderated by Paul Maguire, Taronga's Director of Education, alongside a highly engaged panel including John Preston, Andy Marks and Imche Veiga.

Hatch is made possible through the support of LG Electronics, the BridgeLane Foundation, Alexandra Holcomb and the Auxilium Foundation.



OWLS EAT RATS FOUNDER, ALASTAIR DUNCAN WITH SENIOR KEEPER AT FREE FLIGHT BIRDS MEGAN GEDDES HOLDING BARN OWL 'WRAITH'

PHOTO BY NATALIE HADDAD





## TWILIGHT AT TARONGA SUMMER CONCERT SERIES 2025

PHOTO BY MACLAY HERIOT



### Music Funds Medicine

Twilight at Taronga's 2025 Summer Concert Series was a resounding success, with thousands of tickets purchased and multiple sold-out shows. Proceeds supported the new Wildlife Veterinary Teaching Hospital in Sydney. For the first time, the series featured artwork by a First Nations artist. Proud Gomerioi woman, Caitlin Trindall, wove together her connection to Country and heritage through illustration, celebrating her deep passion for art and culture.

### Small Screen Success

Season five of *Who's Who in the Zoo* captivated more than 10 million viewers nationwide, making it the fourth most-watched broadcast TV show between November 2024 and February 2025. Marking a bold new chapter in the documentary's success, this year Taronga filmed two series, with season six set to air from November 2025.

### Nature Nurtures Memory

Taronga's Wild Memories program engaged 120 aged care residents over 12 months, fostering wellbeing and therapeutic connections with wildlife, particularly for individuals with neurodegenerative conditions such as dementia. Taronga is committed to providing experiences for guests of all ages and abilities through tailored partnerships and programs.



A GROUP OF TARONGA'S SBATS  
FROM LEFT TO RIGHT: SHALEAH,  
HANNAH, MELISHA, KOREY, TT,  
CODY AND MADDISON

PHOTO BY JED NIELSEN







## Education

Education is central to Taronga's holistic approach to conservation which connects wildlife, habitats and communities. Taronga offers a range of learning programs, from primary students through to tertiary, vocational and teacher professional development. These programs are delivered onsite, through community outreach and partner zoos, as well as via digital experiences.

### Pathways That Empower

Over the past 12 months, Taronga's School-Based Apprenticeships and Traineeships (SBATs) program has continued to grow, delivering meaningful outcomes for young people in Sydney and Dubbo. In February 2025, the program welcomed its largest intake to date, with 12 students commencing traineeships in fields including Tourism, Workplace Skills, Animal Care, Hospitality and Business Services.

In response to increasing interest at Taronga Zoo Sydney, the program expanded access to non-Indigenous students for the first time. A strong mentoring framework remained central, ensuring all participants were supported to thrive both personally and professionally.

The program continues to grow in scale and impact and is backed by funding from the Elsa Dixon Aboriginal Employment Grant and the 1,000 Apprenticeships and Traineeships Project. It is also supported by stakeholder relationships including the NSW Department of Education and Training, Training Services NSW, as well as Apprenticeship Support Australia.

In line with Taronga's goal to empower Indigenous people and communities, the SBATs program has had a profound impact on participating students. Trainees showed high engagement in work placements, improved school attendance and strong academic performance, with all participants either completing or on track to complete their HSC.

Mentoring has been critical in nurturing growth, with students gaining confidence, leadership experience and valuable transferable skills. Workshops focused on employability and workplace readiness have helped prepare the SBATs for smooth transitions into future opportunities. In line with this, seven SBAT graduates from 2024 transitioned into employment across Taronga into areas including Guest Experience and Horticulture, as well as Community Services and Keeper traineeships.

The program has also fostered deep peer support, with many participants forming genuine friendships that extend beyond the workplace. Overall, the SBATs program continues to be a powerful pathway for young people, providing skills, opportunity and connection that support long-term success.

274



students hosted through  
Taronga's School Work  
Experience program

### Game on for Nature

Taronga worked with zoo and industry partners to develop Minecraft Eco Detectives, a game that immerses students in virtual conservation missions. Educators praise its strong curriculum alignment and engaging classroom application.

### Learning with Purpose

In November 2024, Taronga Western Plains Zoo's Birrany and Mulungan Business Program won the 2024 Premier's Award for World Class Education and Training. This award recognised the program's powerful impact in reconnecting First Nations youth with conservation and Culture. Birrany and Malungan are Wiradjuri words for young man and young woman.

### Next Generation Leaders

In late 2024, Taronga and the University of Sydney launched phase two of their education alliance, introducing a new three-year Bachelor of Wildlife Conservation (Taronga) with honours, boosting enrolments and expanding conservation-focused learning.

## Experience

### Next Stop: Adventure

In 2024, Taronga's vision to create meaningful experiences for its guests took a bold new turn with the introduction of the Taronga Wildlife Express, a charming, three-carriage electric train offering guests an unforgettable way to explore the Zoo.

250



global conservation leaders attended the WAZA conference hosted at Taronga Zoo Sydney

Inspired by its potential to deliver a fun, accessible and family-friendly experience, the wheels were set in motion and in late 2024, a custom-built train rolled into Sydney ahead of the summer school holidays. After careful route planning, driver training and early morning test drives to acclimate Taronga's animal residents, the train launched to rave reviews.

The former Koala bays near the Zoo's top entrance were transformed into the train's Top Station, with a second station near Backyard to Bush. The route plots a winding course through the Zoo, offering guests close-up views of Giraffes and Capybaras, framed by the spectacular backdrop of Sydney Harbour. The experience also provides a new way to engage with guests and share important conservation messages.

The Wildlife Express has capacity for up to 50 passengers, including prams, strollers and wheelchairs, and is a welcoming ride for all. It has been especially popular with Zoo Friends members, offering an easy and relaxing way to get around.

### Early Morning Magic

An exclusive offering for Zoo Friends, this series of invite only events allows members to enter the Zoo early, experience a different special keeper talk at each event and see the animals and humans of Taronga get ready for the day. From Sun Up with Seals and Early Rise with Elephants, 750 guests enjoyed the experience.

### A Boo-tiful Night Out

More than 1,000 locals attended the third annual Boo at the Zoo event in Dubbo on Halloween, enjoying a Monster Mash Disco, Trick or Treat Trail and costume contest. The spooky event is now a firm fixture on the community calendar.

### Global Conservation Summit

Taronga hosted the 79th World Association of Zoos and Aquariums in November, welcoming more than 250 global leaders in zoos, aquariums and conservation to Sydney. The event focused on collaborative action to address habitat loss, biosecurity, sustainability and species protection.



THE TARONGA WILDLIFE EXPRESS AT  
TARONGA ZOO SYDNEY  
PHOTO BY GRACE BLACK



# 79<sup>th</sup> WAZA CONFERENCE

TARONGA ZOO  
SYDNEY 2024



PRESENTERS AT THE 79TH  
ANNUAL WORLD ZOO AND  
AQUARIUM CONFERENCE AT  
TARONGA ZOO SYDNEY  
PHOTO BY GUY DIXON

## Education and Experience Snapshot



97,662

students visited both zoos



1,726 primary school-aged  
children participated  
in Wild Squad Zoo  
Adventures



10 million+

'Who's Who in the Zoo'  
documentary viewers



19,355

new Zoo Friends  
welcomed



1,376

guests took part in  
Taronga's Keeper for  
a Day program



# ZOO OF THE FUTURE



---

GIRAFFE CALVES ON THE  
SAVANNAH AT TARONGA  
WESTERN PLAINS ZOO DUBBO

PHOTO BY RICK STEVENS

STRATEGY







## Building a Lifeline

Construction is well underway on the new Wildlife Hospital in Sydney, a transformative expansion of Taronga's rescue and rehabilitation work. This state-of-the-art facility will deliver advanced surgical, recovery, rehabilitation, and quarantine spaces to care for hundreds of animals each year, as well as new diagnostic capabilities for wildlife and the animals in the Zoo's care.

Built in the 1970s, Taronga's current hospital treats around 125 native wildlife patients each month in addition to the Zoo's animals, and is operating beyond capacity. The devastation of the 2019/20 Black Summer bushfires, which impacted billions of animals - including Koalas, wallabies, Platypus and critically endangered amphibians - underscored the urgent need for expanded care. Taronga's hospital team played a vital role in treating affected wildlife, and this new facility will ensure even greater impact.

The \$55 million Wildlife Veterinary Teaching Hospital will meet growing demand while training veterinary professionals, wildlife carers and students, significantly strengthening NSW's capacity to respond to wildlife emergencies and environmental crises.

### The new multipurpose facility will feature:

- Modern surgical facilities and specialised rehabilitation and recovery spaces for species including marine turtles, reptiles and amphibians before they return to the wild
- Expanded quarantine facilities for animals transferring from other zoos within global breeding programs as well as those confiscated in illegal wildlife trade seizures
- Australia's first zoo nutrition centre dedicated to managing the diets of Taronga's animals
- A pathology lab for rapid onsite testing and diagnostics
- Public viewing galleries where guests can safely observe veterinary procedures and health checks.

The Wildlife Veterinary Teaching Hospital is due to open in 2026.

A METRE-LONG DIAMOND PYTHON WAS ADMITTED TO TARONGA WILDLIFE HOSPITAL SYDNEY AFTER BEING FOUND WITH SUSPECTED HEAD TRAUMA

PHOTO BY JED NIELSEN





SUMATRAN TIGER 'MAWAH' AT  
TARONGA WILDLIFE HOSPITAL SYDNEY  
PHOTO BY NATALIE HADDAD





## Restoring Wild Australia

**In early 2025, Taronga established its third and largest 'wild site' as part of the Taronga Habitat Positive initiative. The site comprises 3,050 hectares of former farming land and remnant bush in the Northern Tablelands of NSW.**

At 100 times the size of Taronga Zoo Sydney, this world-leading project directly addresses Australia's biodiversity crisis. It builds on a century of conservation expertise to restore critically endangered ecosystems into thriving, climate-resilient sanctuaries for threatened species.

With up to one million seedlings to be planted to create natural wildlife corridors, the initiative will become one of the largest Box Gum Grassy Woodlands restoration efforts in Australian history. These woodlands are rich ecosystems for more than 150 native species, with less than seven percent remaining in NSW due to extensive land clearing since colonisation.

First Nations partnerships are central to the project's success, and Taronga is working closely with the local community to understand cultural values and significance to inform site planning and restoration. This work is the foundation for creating pathways for future employment and partnership opportunities.

This initiative is backed by NSW Government, with \$16 million of seed funding from the NSW Koala Strategy. Taronga is seeking corporate and philanthropic support to build a sustainable business model where carbon and natural capital generate revenue for long-term restoration and expansion. Stage one will restore 5,000 hectares, with plans to double that by 2035.

Taronga currently operates 15 recovery programs for priority species across Australia and has released more than 60,000 animals - from eggs to mature adults - into the wild to date, preventing extinction of six native species. This marks Taronga's first major land acquisition since 1975, when 300 hectares were secured to establish Taronga Western Plains Zoo.

REGENT HONEYEATER IN THE TARONGA  
SANCTUARY AT TARONGA WESTERN  
PLAINS ZOO DUBBO

PHOTO BY RICK STEVENS







TARONGA WESTERN PLAINS ZOO  
DIRECTOR STEVE HINKS AND DUBBO  
REGIONAL COUNCIL MAYOR JOSH  
BLACK ON SITE AT SERENGETI RESORT

PHOTO BY JENNIFER HOAR

## The Serengeti Comes Alive in Dubbo

Taronga Western Plains Zoo has launched its most ambitious development yet - the Serengeti Resort, a 55-hectare immersive accommodation experience. This development is designed to significantly increase visitor stays and spend, positioning the Zoo as one of Australia's leading family holiday destinations.

With sweeping views of African wildlife and a range of family-friendly lodging options, the resort will utilise a previously unused area five times larger than the current African Savannah habitat. Key features include a resort hub with a function and events centre, café restaurant and infinity-edge pool.

The project is backed by a \$20 million investment from the NSW Department of Primary Industries and Regional Development, made possible through a partnership between Taronga and Dubbo Regional Council, alongside a separate co-contribution from Taronga. It is expected to generate 70 construction jobs and over 30 ongoing roles, delivering long-term economic benefits to the region.

Over the next 20 years, the Serengeti Resort is projected to attract more than 813,000 overnight guests, injecting an estimated \$391 million into the local visitor economy. Building on the Zoo's three existing accommodation offerings which welcome 40,000 overnight visitors annually, the resort will offer a new level of comfort, connection and conservation-focused engagement.

Scheduled to open in the second half of 2026, the Serengeti Resort marks a bold milestone in the Zoo's strategic vision and brings the magic of an African safari to the heart of regional NSW.





# COMMITMENT TO COUNTRY

Embedding a way of working  
that respects and includes  
Indigenous Peoples, Culture  
and Place



---

CHUDITCH IN JULIMAR  
STATE FOREST

PHOTO BY BRAD LEUE, AWC

STRATEGY





COMMITMENT TO COUNTRY





WILD BRUSHTAIL POSSUM  
ON WIRADJURI COUNTRY





## Possums Return Home

**In August 2024, 24 Wilay (Brushtail Possums) were translocated from Wilay Wiradjuri Country at Taronga Western Plains Zoo to the Australian Wildlife Conservancy's Newhaven Sanctuary on Ngalia-Warlpiri and Luritja Country in Central Australia, marking a powerful moment of cultural and ecological restoration.**

The Wilay holds deep significance for Dubbo's First Nations Community as the ancestral totem of the Wilay Wiradjuri people. The species is also sacred to the Anmatyerr people of the Laramba Aboriginal Community, whose Elders are custodians of the Rrpwamper (Possum Dreaming).

Taronga's conservationists worked hand in hand with the Culture and Community team, as well as local Wiradjuri Elders and Indigenous school-based apprentices and trainees (SBATs) to plan the translocation, conduct field work, select suitable individuals and conduct pre-translocation health checks.

To mark the significance of this translocation, a smoking ceremony was performed ahead of the Wilay's departure on an Air Link charter flight. Tubbah-gah Wiradjuri Elder Aunty Narelle Peckham accompanied the Wilay on their journey to Newhaven, where she handed them over to their new Custodians on Ngalia-Warlpiri and Luritja Country. This is the first translocation from Wilay Wiradjuri Country by a Tubbah-gah Wiradjuri Elder.

Aunty Narelle was joined by Taronga Western Plains Zoo's Cultural and Community Programs Manager, Kirsty Hargraves; Support Officer, Leanne Sutcliffe; and SBATs, Kyanna Hall, Vincent Hamilton and Taieshia Tattersall. The team spent five days at Newhaven assisting with the release and connecting with local Communities.

Wilay Wiradjuri Elders and Community have highlighted the importance Cultural Exchange being included and established into translocation and reintroduction processes as best practice for First Nations outcomes, especially for the next generation as it supports connection, empowerment, pathways and identity.

## Art Honours Country

Kamilaroi artist Aunty Kerry Toomey collaborated with Taronga's Burbangana students as well as school-based apprentices and trainees (SBATs) to create an artwork celebrating connection to Cammeraigal Country. Developed over four months, it now features in Taronga's Institute of Science & Learning, reflecting shared responsibility for Country, Culture and wellbeing.

## Animals of the Dreaming

Over the past year, Uncle Colin Hardy OAM shared cultural knowledge, music and Dreaming stories with over 7,000 students and community members, strengthening connections to native wildlife, First Nations Culture and Country.

## Culture, Connection, Commitment

Taronga continues prioritising Commitment to Country by deepening ties with Traditional Custodians and fostering culturally safe spaces. In 2024/25, Taronga partnered with Big River Connections for Cultural Awareness Training, celebrated Reconciliation and NAIDOC Weeks, and supported First Nations staff through dedicated opportunities to connect, share and grow.



AUNTY KERRY TOOMEY (BACK)  
WITH KYANAH HICKEY (MIDDLE)  
AND TESS HONER, CREATING ART  
ON CAMMERAIGAL COUNTRY

PHOTO BY GINNI LEONARD





GYAK (NORTHERN CORROBOREE  
FROGS) BEING RELEASED INTO  
BRINDABELLA NATIONAL PARK  
TO BOLSTER WILD POPULATION

PHOTO BY GRACE BLACK



## Safe Passage for Chuditch

In February, Taronga collaborated with the Gnaala Karla Booja Aboriginal Corporation to collect six Chuditch (Western Quolls) from Noongar Country in south-west WA to bolster its successful breeding program. Traditional Owners hosted conservation officers from Taronga on Country to collect the animals, and later joined staff, students and Traditional Owners for a cultural handover on Wiradjuri Country at Taronga Western Plains Zoo.

## Connecting Culture and Conservation

The Gyak Project is an important program which connects Culture and conservation, bringing together students from Brungle Primary School on Wolgalu Wiradjuri Country with First Nations students, Elders, Taronga staff, Bangarra Dance Company, Aboriginal Local Land Services and NSW National Parks and Wildlife Service.

As part of the program, representatives from the Gyak program were invited to perform a cultural dance as part of the opening of the 2024 World Association of Zoos and Aquariums conference. The performance included live dance with a narration telling the story of Gyak – the Northern Corroboree Frog.

The group came together for a camp at Yarongobilly Caves in the Snowy Mountains. The neighbouring custodians of the Northern Corroboree Frog, Brungle Primary School made the important trip to observe and learn about long-term conservation work and response to environmental impacts occurring in Gyak's Country. The children were able to meet and hear from local 18-year-old Indigenous rangers, who are learning to work with scientists in the field. The team and students were enthralled with the beautiful landscape and country which Gyak calls home.

## Commitment to Country Snapshot

7



SBAT graduates transitioned into jobs across Taronga

Winner



NSW Premier's 'World Class Education and Training' award for the Birrany & Malungan Business Program

6%



of employees identify as Indigenous

16 new Indigenous SBATs, the largest-ever intake

4,000



students participated in Community Programs, including Burbangana and Walanmarra





# ENVIRONMENTAL LEADERSHIP

Lead environmental sustainability  
and climate change action

AUSTRALIAN SEA-LION PUP 'BAIR'  
FEEDING FROM MUM 'TARNEE' AT  
TARONGA ZOO SYDNEY

PHOTO BY NATALIE HADDAD

STRATEGY











## Taronga's Sustainability Strategy 2021–2025

Taronga is committed to the following sustainability targets:

Target	Status	
100 percent renewable electricity before 2030		<b>Already achieved.</b>
Net Zero by 2030 with 70 percent reduction in absolute emissions, based on 2018/19 levels.		<b>On track.</b> Taronga reduced carbon emissions by 53 percent from 2018/19
Zero net increase in water use from 2025 (excluding recycled or reclaimed water)		<b>On track.</b> This target starts from 2025.
Divert 90 percent operational waste from landfill by 2025, with a focus on Circular Economy initiatives		<b>Within reach.</b> Taronga diverted 70 percent of waste from landfill in 2024/25



SOLAR PANELS ON THE ROOF OF THE TARONGA INSTITUTE OF SCIENCE & LEARNING AT TARONGA ZOO SYDNEY

PHOTO BY JASON REED, DCCEW





## Climate and Energy

### Leading with Clean Energy

Both Taronga Zoo Sydney and Taronga Western Plains Zoo now operate on 100 percent renewable electricity, achieving this sustainability target seven years ahead of schedule.

This milestone was made possible through:

- Over 600kW of solar PV installed across both sites, helping to power two wildlife hospitals, seal pools, primate heat lamps and more; and
- A Power Purchase Agreement with Red Energy, including sourcing clean electricity from Wiradjuri Country near Dubbo.

Together, these efforts prevent approximately 7,000 tonnes of CO<sub>2</sub> emissions annually - the equivalent of removing 1,500 cars from the road.

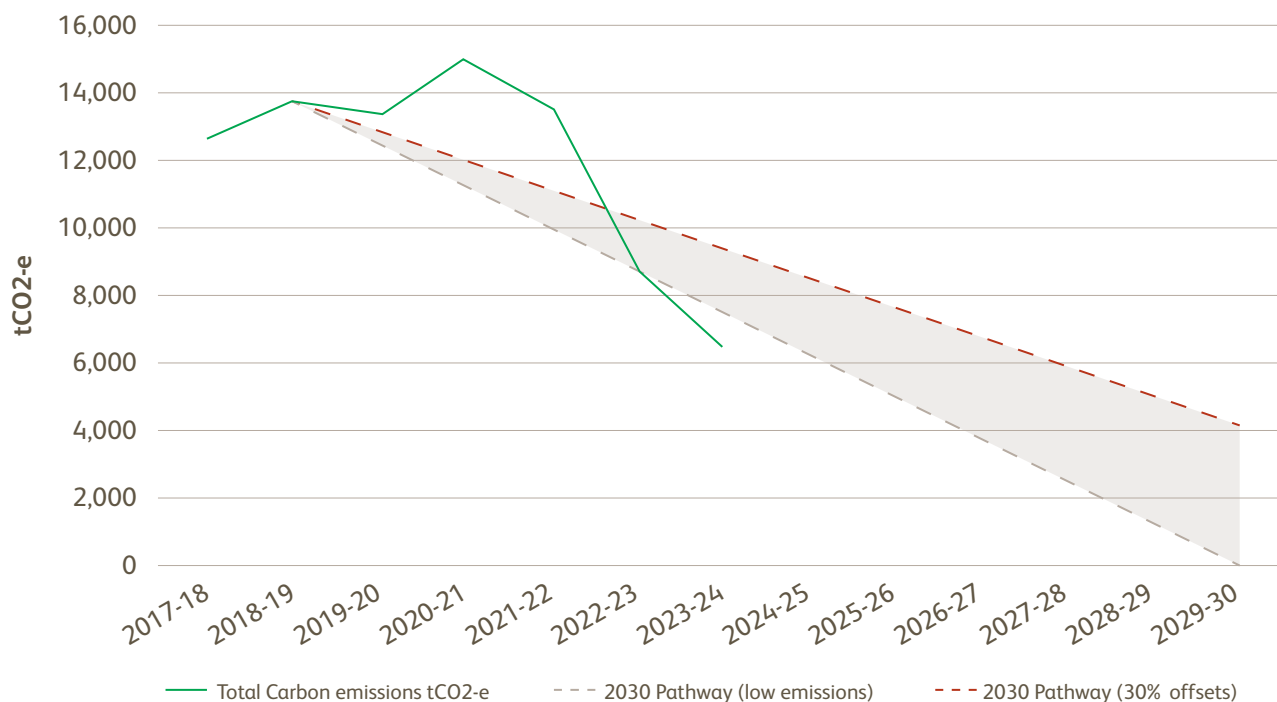
### Accelerating Toward Net Zero

Taronga is on track to reach Net Zero by 2030, with a 70 percent emissions reduction target based on 2018/19 levels.

Emissions have dropped by 53 percent, driven by Taronga's shift to 100 percent renewable electricity, early electrification of its passenger fleet - achieved five years ahead of the NSW Government's 2030 target - and strategic investment into data systems. Certified carbon neutral under Climate Active, Taronga is now tackling its next biggest emission sources: food and beverage, animal feed, and construction, as well as electrifying the commercial fleet.



### Taronga's Carbon Emissions 2017-2030







## Closing the loop on waste

To achieve 90 percent waste diversion from landfill by 2025, Taronga manages 23 distinct waste streams, including organics and e-waste.

A Veolia-led waste audit has informed further on-site container recycling improvements. This meant ~1070 tonnes of operational waste was diverted from landfill across the year, equating to a diversion rate of ~70 percent.

69%

of waste diverted  
from landfill



## Other highlights in 2024/25 included:

12

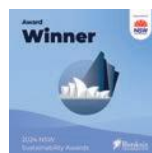
sustainability tours  
provided to over 400  
attendees, including  
delegations from  
the UN, Solomon  
Islands, businesses  
and students, sharing  
insights and fostering  
collaboration

## Circular Economy Plan

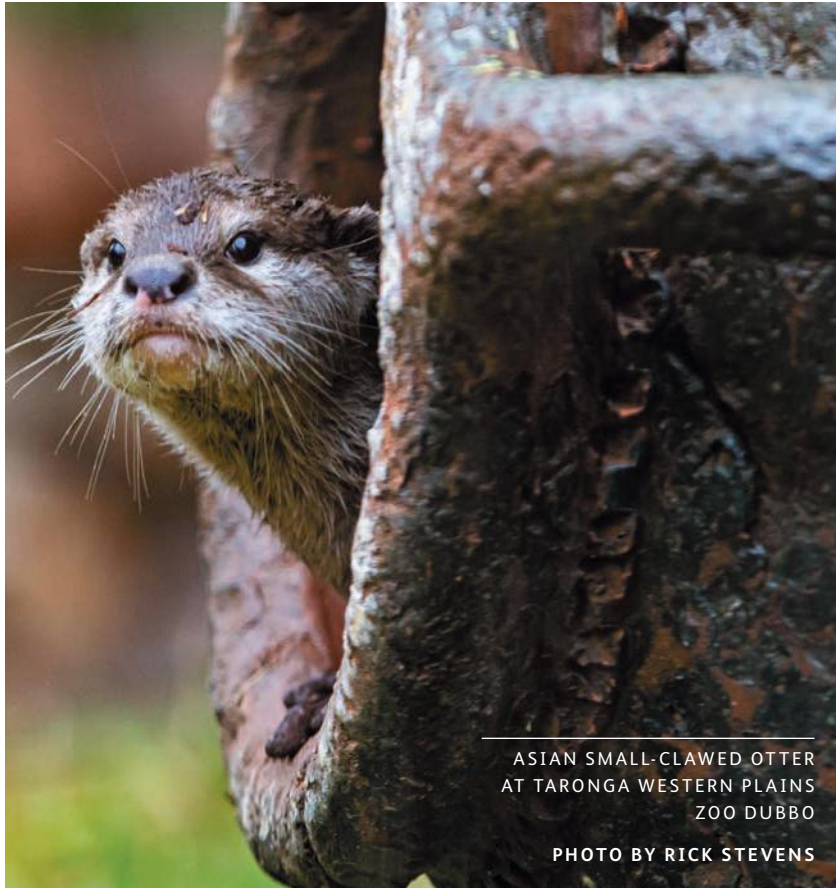
Developed a Circular  
Economy Action Plan,  
now driving procurement  
of low-carbon, recycled  
construction materials,  
supported by the NSW  
Department of Climate  
Change, Energy, the  
Environment and Heritage.

1,242,090

beverage containers recycled through the  
Return and Earn scheme, with guests able  
to donate refunds to wildlife conservation.



In recognition of these efforts,  
Taronga won the Net Zero Climate  
Action and Sustainable Tourism  
categories at the 2024 NSW  
Sustainability Awards.



ASIAN SMALL-CLAWED OTTER  
AT TARONGA WESTERN PLAINS  
ZOO DUBBO

PHOTO BY RICK STEVENS

## Smarter Water, Cleaner Future

On track to achieve zero net increase in water use from 2025, Taronga is saving 40 million litres annually - equivalent to 16 Olympic-sized pools.

In partnership with Sydney Water, Taronga identified large-scale, cost-effective savings to water usage. This includes remote monitoring which links usage to operations and detects leaks in real time.

The next priority is expanding water metering to better monitor and manage water usage at different assets around both zoos.

Taronga also uses eWater electrolysis technology to produce disinfectant and sanitiser on-site, replacing harsh chemicals and protecting waterways.

## Environmental Leadership Snapshot



100%

renewable electricity  
across both zoos,  
7 years head of target



Winner

NSW Sustainability Awards winner  
for Net Zero Climate Action and  
Sustainable Tourism categories



40 million

litres of water saved



600kW+

of solar PV installed across  
both Sydney and Dubbo

~7,000  
tonnes

CO<sub>2</sub> emissions  
prevented







# ORGANISATIONAL STRENGTH

Enhance our reputation,  
financial position and  
organisational effectiveness

ELEPHANT KEEPERS SAYING FAREWELL  
TO 'PAK BOON' AND 'TANG MO'

PHOTO BY SCOTT BROWN

STRATEGY









DAVID PARISH, WORKS AND  
TRADE SUPERVISOR AT  
TARONGA WESTERN PLAINS  
ZOO DUBBO

PHOTO BY GUY DIXON

## Financial Strength

### Taronga Zoo Sydney

Taronga Zoo Sydney welcomed a notable increase in international visitors from several key markets, alongside strong visitation from student groups. The Zoo continued to provide memorable experiences for local Sydney, NSW and interstate guests, reinforcing its reputation as a premier tourism destination.

Operating income from admissions rose significantly, with strong yield performance. Retail and catering emerged as standout revenue streams, bolstered by robust merchandise sales, the introduction of new product lines, as well as the popularity of animal encounters.

A major highlight of the year was Taronga's Great Migration, which significantly boosted visitation in Sydney. Guests came to farewell beloved Asian Elephants 'Tang Mo' and 'Pak Boon' in April. The migration will continue in late 2025 with the arrival of a Greater One-horned Rhino and Water Buffalo into a revitalised habitat, which is expected to further drive attendance.

Celebrating the Great Migration milestone, the rich history of elephants at Taronga was showcased at Taronga via special screenings in the Centenary Theatre across March and April. In May and June,

the theatre turned to stories featuring the Wildlife Hospital, marking the public appeal campaign. The Theatre also hosted a rotating lineup of Alive Shows, including Reptiles Alive, Crawly Critters Alive, Aussie Animals Alive and Animals Alive, which remained popular throughout the year.

Zoo Friends visitation remained strong and consistent with nearly 29,000 existing or reactivated members returning. The launch of the new electric train enhanced accessibility and convenience of moving around the Zoo, while exclusive member offerings - such as early opening events - received enthusiastic patronage.

Taronga Zoo Sydney also continued to be a sought-after venue for corporate and private events, including conferences, weddings and community gatherings. Events held across the site, including at the onsite restaurant Me-Gal, consistently achieved high guest satisfaction scores, reflecting the exceptional quality of food, professionalism of staff and seamless event execution.



## Taronga Western Plains Zoo

Taronga Western Plains Zoo welcomed over 230,000 guests in 2024/25, with 30,000 staying overnight. Despite continued cost of living pressures and weather affected spring and summer holiday periods, encouraging admissions growth was seen in the final quarter of the year.

The Zoo recorded strong yield results, particularly in food and beverage. The rebrand and transformation of Café Wild created a more inviting and functional dining space, enhancing the experience for both Zoo guests and the local Dubbo community. Further improvements are planned for the coming year.

The introduction of a Frozen Coke branded outlet at The Waterhole proved a hit, especially during its first Easter school holiday period, delivering outstanding results. Encounters and experiences also delivered strong results across the year. Offerings increased to include a Wildlife Hospital Tour and two new Rhino experiences. The Giants of Africa tour continued to track exceptionally well, as did the Elephant Experience with a record month in April 2025, the result of more available days being activated during the school holidays.

The Zoo's events calendar continued to thrive, with Boo at the Zoo growing in popularity with the local audience and the successful delivery of Ragu at the Zoo, Mother's Day and Valentine's Day events.

This year marked the first anniversary of Platypus Rescue HQ which, alongside the Wildlife Hospital, provided guests with a compelling end of visit experience highlighting Taronga's vital animal care and conservation work and contributing to consistently high guest satisfaction scores. Enhancements to the Zoo circuit, including refreshed viewing shelters and improved signage in the Savannah Welcome Plaza and Checkpoint, further elevated the guest journey.

Animal highlights included the return of Siamang Apes, with the arrival of a female drawing strong local interest, and the birth of three lion cubs, helping to drive Zoo Friends visitation over Easter. A major milestone was the announcement that Asian Elephant 'Anjalee' is expecting a calf in late 2025, representing an exciting chapter ahead for Taronga Western Plains Zoo.

18



team members inducted into Taronga's 20-year club, 70 recognised with long service awards

## Taronga's Financial Model

Taronga is a NSW Government Agency constituted under the Zoological Parks Board Act 1973. Taronga is a self-funded agency, not-for-profit organisation and a Public Non-Financial Corporation.

Taronga's financial model self-generates over 88 percent of its operating revenues through its zoo admissions, accommodation, retail stores, education programs and donations through the Taronga Foundation. Any operational surplus is held in reserves and invested in Taronga's conservation projects and capital infrastructure with no dividends distributed.

In 2024/25 Taronga received a recurrent grant of \$17.4 million per annum from the NSW Government, which is allocated to asset maintenance and social policy programs. All other NSW Government funding is project specific, relating mainly to capital works or conservation programs.



GUESTS ENJOYING THE WATERHOLE AT TARONGA WESTERN PLAINS ZOO DUBBO

PHOTO BY GUY DIXON



CELEBRATING 20 YEARS WITH TARONGA, (FROM LEFT TO RIGHT) EMILY SCHMELITSCHKY, SHALON MC CREADDIE, HUGH ARNOLD AND HELEN HARRIS



## Strength from our People

Together at Taronga we share a passion for making a positive impact on the world. Our commitment to conservation is the foundation of our vision to create a shared future for wildlife and people. We support our teams to grow and develop, honing their skills to deliver the best outcomes for the wild.

### You'll never stop growing at Taronga

Taronga's people are at the heart of its ability to achieve its vision. That is why we are committed to finding, keeping and developing individuals whose passion, dedication and expertise bring that vision to life.

In 2024, Taronga launched its employee value proposition (EVP), Find Your Calling at Taronga - a clear view of what it means to be part of a purpose-led organisation that prioritises the growth of its people. This EVP articulates the two-way commitment between Taronga and its people and is now embedded across everything we do.

Building on this foundation, a range of programs, systems and initiatives were introduced to bring the EVP to life. This includes creating deeper and more consistent opportunities for people to thrive in their careers at Taronga.

One key initiative is Stepping into the Wild, a refreshed induction program for new starters and people leaders. It delivers practical, engaging and dynamic resources to set our people up for success from the beginning. This strengthened approach to induction and onboarding offers clarity around culture, values and expectations, as well as creates an opportunity to deepen connection with the people joining Taronga.

Taronga's new performance program, Goals & Growth, reinforces our commitment to developing our people. It reimagines how performance is managed and introduces new systems, tools and resources that align individual contributions with organisational goals. This means every team member feels empowered and connected to the impact of their work on our shared success.

### Access for All

Creating inclusive and engaging experiences means understanding the unique nature of Taronga's Zoos, ensuring they meet the needs of our community. In 2024/25, a Site Accessibility Audit delivered vital information to help ensure that every person feels safe, welcome and included.

### Leading Through Change

Preparing leaders to guide teams through transformation is vital to Taronga's mission. This year around 100 people leaders completed change leadership training, boosting their confidence and capability to meet the evolving needs of our guests and community.

### Recognising milestone achievements

Throughout the year we celebrated many individual and team achievements. This included 18 employees inducted into our 20 Year Club and a further 39 employees and 31 volunteers recognised with Long Service Awards.



VOLUNTEER SUSAN  
BARISIC SHARING  
KNOWLEDGE WITH  
GUESTS AT TARONGA  
ZOO SYDNEY  
PHOTO BY GUY DIXON

## Safety beyond compliance

Creating a physically and psychologically safe environment for staff, volunteers and guests remained a top priority. Taronga strengthened its focus on mentally healthy leadership, critical risk controls and early intervention, embedding safety as a core cultural value rather than a compliance obligation.

By improving how critical risks are identified and managed, Taronga has built safer spaces for our team members, visitors and wildlife. This embeds robust safety thinking into every experience, from business operations to conservation.

This cultural shift is reflected in open conversations, visible leadership and hands-on training. Our people feel increasingly empowered to speak up early, take ownership and actively participate in safety activities. Rising engagement and reporting signal growing trust, maturity and a shared commitment to prevention.

## Information Management and Technology

Taronga advanced its digital capability through a coordinated set of initiatives under the Information and Digital Technology Program, guided by the four Digital Strategic Pillars: Customer Centric by Design, Digital First, Data-Driven Insight and Governance-Protecting our Assets. These initiatives reinforced Taronga's organisational strength in delivering innovation, resilience, and collaboration.

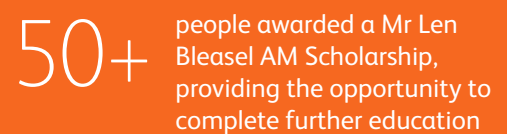
Highlights included the endorsement of a formal Artificial Intelligence Policy to support ethical and transparent use of emerging technologies and the rollout of Microsoft Copilot Chat to support staff in routine tasks. The transition from Workplace to Microsoft Viva improved internal communications and knowledge sharing, while new capabilities in recruitment, onboarding, and performance management were finalised within the SuccessFactors platform to enhance workforce planning and employee experience.

These efforts delivered measurable improvements in operational efficiency, enabling faster decision-making, reducing manual effort, and improving data accuracy. Cybersecurity maturity was strengthened through tool consolidation, resilience audits with the Audit Office and KPMG, and progress toward 92 percent compliance with NSW Cyber Security Policy controls.


The establishment of Enterprise Architecture provided a clearer view of system interdependencies and future-state planning, supporting more informed investment decisions and improved alignment between business and technology.

Oversight and strategic alignment were supported by the Digital Transformation Council, which played a key role in prioritising initiatives, monitoring progress, as well as ensuring governance across the program. Together, these initiatives reflect Taronga's commitment to responsible technology adoption, organisational resilience and alignment.

## Organisational Strength Snapshot







# TARONGA FOUNDATION

PLATYPUS AT THE WILDLIFE  
RETREAT AT TARONGA

PHOTO BY RICK STEVENS

STRATEGY







## Taronga Foundation

In 2024/25, the Taronga Foundation raised more than \$16 million, thanks to the generous support of new and long-standing donors and partners. This vital funding sustained Taronga's conservation efforts across field programs, breed-for-release initiatives, education and research.

A key focus was securing the final gifts to complete funding for Taronga Zoo Sydney's Specialist Wildlife Veterinary Teaching Hospital. With construction underway, the philanthropy team worked tirelessly to close the final four percent funding gap. This was in addition to securing support for more than a dozen targeted conservation and education programs, including breed-for-release and research projects. We continued to be heartened by the support of dedicated philanthropists ensuring that wildlife is protected and habitats are restored.

Corporate partnerships remained a cornerstone of success, with over 55 partners contributing cash and in-kind support, enabling Taronga to continue its critical conservation work across the year. Many partners have made long-term investments in Taronga's mission, helping ensure the organisation's financial sustainability and conservation impact.

The Foundation also gratefully acknowledges those who included gifts in their will. These estates help continue critical conservation work in keeping with the donors' intentions of leaving a lasting legacy for wildlife protection and habitat restoration.

Taronga's individual giving programs, including quarterly appeals, Zoo Parent adoptions and support from Wildlife Defenders, continued to engage loyal and new donors. A major milestone was Taronga's first-ever Giving Day in early June, where donations were quadrupled thanks to matching partners. The campaign supported both the existing Wildlife Hospital and the build of the new facility in Sydney.

In October, Taronga hosted its annual Zoofari Gala, welcoming more than 300 guests for an unforgettable evening. Supporters contributed to Taronga's work with the elusive Platypus, enjoying a bespoke three-course dinner while hearing from the science team about conservation breakthroughs to support the future of this critical species.





ZOO FARI 2024 GUESTS  
WITH KEEPER SARAH JONES

## Transformational Gifts

Taronga would like to acknowledge the following generous supporters who donated \$20,000 or more this financial year:

Auxilium Foundation	The Denton Family	Maple-Brown Family Foundation	The Dick and Pip Smith Foundation
Dinah Beeston	Ferris Family Foundation	Mark and Louise Nelson	The Sutters Family
Bird Holcomb Foundation	Dr Martin Gleeson	Orinoco Foundation	The Lin Huddleston Charitable Foundation
Mr Len Bleasel AM	Green Eyes Foundation	Ottomin Foundation	Ms Rosie Williams and Mr John Grill AO
BridgeLane Foundation	Mr Steven and Mrs Victoria Horne	Paradise Foundation	The Vine Foundation
Di Fisk	James N Kirby Foundation	Dr Sandra and Mr Graham Humphrey	Turnbull Foundation
Mr Steve and Mrs Anna Crane	Janice Spedding Testamentary Trust	Mr Richard Elmslie and Mrs Leslie Tilly	Julia Vonwiller AM and Chris Vonwiller AM
Crookes Family Foundation	Ingrid Kaiser	Mr and Mrs John and Rosalinda Sample	Wiggs Family Foundation
Dalara Foundation	The Kennards Hire Foundation	The Skipper Family	Robyn Denholm on behalf of Wollemi Capital Group
Debenham Household	The Tony & Lisette Lewis Foundation		
Anna Dowe			
Dr Zeny Edwards AO			
Ann Ellis and Jerry Ellis AO			

## Lasting Legacies

Taronga gratefully honours supporters who have left a gift in their Will. These generous bequests help secure a future for wildlife conservation. We extend our sympathies to their families and acknowledge each legacy with deep appreciation.





DAVID PARADICE  
FEEDING A GIRAFFE  
AT TARONGA WESTERN  
PLAINS ZOO DUBBO  
PHOTO BY GRACE BLACK

## The Taronga Foundation Chair's Report

As I reflect on the past year, I am filled with pride and gratitude for the remarkable strides we have made in protecting wildlife, as well as preserving and restoring natural habitats. Thanks to your support, Taronga's conservation efforts have reached new heights.

A defining milestone was breaking ground on the Wildlife Veterinary Teaching Hospital at Taronga Zoo Sydney. Month by month, we have watched this visionary facility take shape - set to become a beacon for education, innovation and excellence in wildlife care.

Across both our hospitals, record numbers of sick and injured animals were treated. Stories like the Peregrine Falcon rescued from Dubbo's city centre and the Spotted-tailed Quoll rehabilitated in Sydney after a serious head injury remind us of the life-changing impact of expert care. Knowing these animals - and hundreds more - have returned to the wild fills me with hope for the future of wildlife and those who care for it.

Looking ahead, our mission remains clear: to conserve, protect and enhance the natural world for generations to come. We are excited to build on this year's achievements with new projects focused on species recovery, habitat restoration and community engagement.

I extend my heartfelt thanks to each of you for your generous support. Together we are making a tangible impact, and I am confident that we will achieve even greater successes in the years to come.

I also extend my sincere appreciation to Taronga Chief Executive Cameron Kerr AO, our Chair and Board, and the dedicated team across Taronga for their unwavering commitment to our shared vision.

**David Paradise AO**  
Chairman, Taronga Foundation

# Partners in Conservation

Sponsorship supports the Taronga Foundation's contribution to conservation

## Principal Sponsors



## Crown Sponsors



## Presidential Sponsors



## Primary Sponsors

AlSCO	Equipment	Cushman & Wakefield	Penguin Random House Australia
Anker	Eye Clinic For Animals	Genovese	Veolia
Australian Power	Brookfield and Brookfield Properties	Lion Nathan	Zoetis
Calm & Stormy		Maddocks	

## Champion Sponsors

Hulsbosch	Koko Black	The Amazing Baby Company	Troy Animal Healthcare
IXOM	Minter Ellison	Ticketek	Virbac

## Supporters

4Cyte	Finsbury Green	NSW Fire Brigades Relief & Welfare Fund	The Pet Specialists
Be Challenged	Kelato Animal Health	SASH Small Animal Specialist Hospital	Tourism and Transport Forum
Buds & Bowers	North Shore Veterinary Specialist Centre		Waterlogic Australia
Chartis Technology			



# Compliance Index

	Compliance requirement	Basis for, or source of, requirement	Completed (Yes, No, N/A)	Page reference
<b>Operations and performance</b>	Major works	TPG25-10a	Yes	144
	Implementation of price determination	N/A	N/A	N/A
<b>Management and accountability</b>	Numbers and remuneration of senior executives	TPG25-10a Public Service Commission Circular 2014-09	Yes	140
	People	TPG25-10a	Yes	139
	Consultants	TPG25-10a	Yes	135
	International travel	TPG25-10a	Yes	140-141
	Privacy and Personal Information Protection Act 1998 (PIPP Act) requirements	Public Service Commission Circular 2014-09	Yes	135
	Government Information (Public Access) Act 2009 (GIPA Act) requirements	Section 125(4), (6) of the GIPA Act; clause 8, Schedule 2 and clause 13, Schedule 3 of the GIPA Regulation	Yes	136-138
	Internal Audit and Risk Management Policy Attestation	TPP20-08	Yes	139
<b>Sustainability</b>	Climate-related Financial Disclosures	TPG25-10a, TPG24-33	N/A	N/A
	Disability inclusion action plans	Disability Inclusion Act 2014	Yes	144
	Modern Slavery Act 2018 requirements	Modern Slavery Act 2018	Yes	142-143
	Work health and safety	TPG25-10a	Yes	143
	Workforce diversity	PSC Circular 2014-09	Yes	143-44
<b>Financial performance</b>	Costs and benefits associated with machinery of government changes	N/A	N/A	N/A

BLACK-HANDED SPIDER  
MONKEY MOTHER AND BABY  
AT TARONGA WESTERN  
PLAINS ZOO DUBBO  
PHOTO BY RICK STEVENS



# Statutory Financial Statements

BINTURONG AT  
TARONGA ZOO SYDNEY

PHOTO BY LORINDA TAYLOR



## INDEPENDENT AUDITOR'S REPORT

### Taronga Conservation Society Australia

To Members of the New South Wales Parliament

#### Opinion

I have audited the accompanying financial statements of Taronga Conservation Society Australia (Taronga), which comprises the Statement by the Accountable Authority, the Statement of Comprehensive Income for the year ended 30 June 2025, the Statement of Financial Position as at 30 June 2025, the Statement of Changes in Equity and the Statement of Cash Flows, for the year then ended, and notes to the financial statements, including a Statement of Material Accounting Policies, and other explanatory information.

In my opinion, the financial statements:

- have been prepared in accordance with Australian Accounting Standards and the applicable financial reporting requirements of the *Government Sector Finance Act 2018* (GSF Act), the *Government Sector Finance Regulation 2024* (GSF Regulation) and the Treasurer's Directions
- presents fairly the Taronga's financial position, financial performance and cash flows.

My opinion should be read in conjunction with the rest of this report.

#### Basis for Opinion

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under the standards are described in the 'Auditor's Responsibilities for the Audit of the Financial Statements' section of my report.

I am independent of the Taronga in accordance with the requirements of the:

- Australian Auditing Standards
- Accounting Professional and Ethical Standards Board's APES 110 'Code of Ethics for Professional Accountants (including Independence Standards)' (APES 110).

Parliament promotes independence by ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their roles by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General
- mandating the Auditor-General as auditor of public sector agencies
- precluding the Auditor-General from providing non-audit services.

I have fulfilled my other ethical responsibilities in accordance with APES 110.

I believe the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.



### The Board's Responsibilities for the Financial Statements

The Board is responsible for the preparation and fair presentation of the financial statements in accordance with Australian Accounting Standards, the GSF Act, GSF Regulation and Treasurer's Directions. The Board's responsibility also includes such internal control as the Board determines is necessary to enable the preparation and fair presentation of the financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Board is responsible for assessing the Taronga's ability to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting.

### Auditor's Responsibilities for the Audit of the Financial Statements

My objectives are to:

- obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error
- issue an Independent Auditor's Report including my opinion.

Reasonable assurance is a high level of assurance, but does not guarantee an audit conducted in accordance with Australian Auditing Standards will always detect material misstatements. Misstatements can arise from fraud or error. Misstatements are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions users take based on the financial statements.

A description of my responsibilities for the audit of the financial statements is located at the Auditing and Assurance Standards Board website at: [www.auasb.gov.au/auditors\\_responsibilities/ar4.pdf](http://www.auasb.gov.au/auditors_responsibilities/ar4.pdf). The description forms part of my auditor's report.

The scope of my audit does not include, nor provide assurance:

- that Taronga carried out its activities effectively, efficiently and economically
- about the security and controls over the electronic publication of the audited financial statements on any website where they may be presented
- about any other information which may have been hyperlinked to/from the financial statements.



Somaiya Ahmed  
Director, Financial Audit

Delegate of the Auditor-General for New South Wales

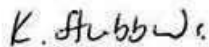
1 October 2025  
SYDNEY

**TARONGA CONSERVATION SOCIETY AUSTRALIA (TARONGA)**  
**FINANCIAL STATEMENTS AND NOTES**  
FOR THE YEAR ENDED 30 JUNE 2025

**Statement by the Accountable Authority**

Pursuant to section 7.6(4) of the *Government Sector Finance Act 2018* ('the Act'), we being members of the Board state that these financial statements:

- have been prepared in accordance with the Australian Accounting Standards and the applicable requirements of the Act, the *Government Sector Finance Regulation 2024* and the Treasurer's Directions, and
- present fairly Taronga's financial position, financial performance and cash flows.



Kristin Stubbins  
Chair of the Board



Michael Herring  
Member of the Board

Sydney  
30 September 2025



**INCOME STATEMENT**  
FOR THE YEAR ENDED 30 JUNE 2025

	Notes	2025 \$'000	2024 \$'000
<b>Revenue</b>			
Sale of Goods and Services	2	113,993	108,153
Government Grants	3	28,870	27,904
Investment Revenue	4	15,421	14,480
Other Income	5	20,690	19,640
<b>Total Revenue</b>		<b>178,974</b>	<b>170,177</b>
<b>Expenses</b>			
Personnel Services	6(a)	69,236	64,122
Depreciation and Amortisation	6(b)	42,011	36,257
Finance Costs	6(c)	1,547	1,471
Operating Expenses	7	59,409	57,158
<b>Total Expenditure</b>		<b>172,203</b>	<b>159,008</b>
<b>NET RESULT</b>		<b>6,771</b>	<b>11,169</b>

The accompanying notes form part of these Financial Statements.

**STATEMENT OF COMPREHENSIVE INCOME**  
**FOR THE YEAR ENDED 30 JUNE 2025**

		<b>2025</b>	<b>2024</b>
	<b>Notes</b>	<b>\$'000</b>	<b>\$'000</b>
<b>NET RESULT</b>		<b>6,771</b>	<b>11,169</b>
<b>Other comprehensive income:</b>			
<i>Items that will not be reclassified to net result in subsequent periods</i>			
Changes in revaluation surplus of property, plant and equipment	11	29,059	122,083
<b>Other comprehensive income for the year</b>		<b>29,059</b>	<b>122,083</b>
<b>TOTAL COMPREHENSIVE INCOME</b>		<b>35,830</b>	<b>133,252</b>

The accompanying notes form part of these Financial Statements.



**STATEMENT OF FINANCIAL POSITION**  
AS AT 30 JUNE 2025

	Notes	2025 \$'000	2024 \$'000
<b>ASSETS</b>			
<b>Current Assets</b>			
Cash and Cash Equivalents	22(a)	12,337	8,778
Trade and Other Receivables	8	7,667	9,052
Inventories	9	2,079	1,885
Other Financial Assets	10(a)	297,000	297,000
<b>Total Current Assets</b>		<b>319,083</b>	<b>316,715</b>
<b>Non-Current Assets</b>			
Property, Plant and Equipment	11		
-Land and Buildings		614,428	594,491
-Plant and Equipment		8,940	8,240
-Infrastructure		157,321	150,723
-Work-in-Progress		31,199	35,954
<b>Total Property, Plant and Equipment</b>		<b>811,888</b>	<b>789,408</b>
Right-of-use Assets	12	23	43
Intangible Assets	13	-	4
Other Non-Current Assets	10(b)	1,395	1,011
<b>Total Non-Current Assets</b>		<b>813,306</b>	<b>790,466</b>
<b>Total Assets</b>		<b>1,132,389</b>	<b>1,107,181</b>
<b>LIABILITIES</b>			
<b>Current Liabilities</b>			
Trade and Other Payables	15	29,241	25,352
Other Liabilities	16	28,710	41,594
Borrowings	17	5,863	2,726
<b>Total Current Liabilities</b>		<b>63,814</b>	<b>69,672</b>
<b>Non-Current Liabilities</b>			
Borrowings	17	44,620	47,686
Trade and Other Payables	15	1,210	2,521
Other Liabilities	16	325	713
<b>Total Non-Current Liabilities</b>		<b>46,155</b>	<b>50,920</b>
<b>Total Liabilities</b>		<b>109,969</b>	<b>120,592</b>
<b>Net Assets</b>		<b>1,022,419</b>	<b>986,589</b>
<b>Equity</b>			
Reserves		597,725	568,666
Accumulated Funds		424,694	417,923
<b>Total Equity</b>		<b>1,022,419</b>	<b>986,589</b>

The accompanying notes form part of these Financial Statements.

**STATEMENT OF CHANGES IN EQUITY**  
FOR THE YEAR ENDED 30 JUNE 2025

	Accumulated Funds	Asset Revaluation Reserve	Total
	\$'000	\$'000	\$'000
<b>Balance at 1 July 2024</b>	417,923	568,666	986,589
<b>Net result for the year</b>	6,771	-	6,771
<b>Other comprehensive income:</b>			
Net change in revaluation surplus of property, plant and equipment	-	29,059	29,059
<b>Total other comprehensive income</b>	-	29,059	29,059
<b>Total comprehensive income for the year</b>	6,771	29,059	35,830
<b>Balance at 30 June 2025</b>	<b>424,694</b>	<b>597,725</b>	<b>1,022,419</b>

<b>Balance at 1 July 2023</b>	406,754	446,583	853,337
<b>Net result for the year</b>	11,169	-	11,169
<b>Other comprehensive income:</b>			
Net change in revaluation surplus of property, plant and equipment	-	122,083	122,083
<b>Total other comprehensive income</b>	-	122,083	122,083
<b>Total comprehensive income for the year</b>	11,169	122,083	133,252
<b>Balance at 30 June 2024</b>	<b>417,923</b>	<b>568,666</b>	<b>986,589</b>

The accompanying notes form part of these Financial Statements.



**STATEMENT OF CASH FLOWS**  
**FOR THE YEAR ENDED 30 JUNE 2025**

	Notes	2025 \$'000	2024 \$'000
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>			
<b><u>Receipts</u></b>			
Sale of Goods and Services		137,098	133,417
Interest Received		15,157	14,478
Capital grant - NSW Government		190	13,229
Recurrent Grant - NSW Government		17,349	16,884
Other Grant - NSW Government		89	1,343
Insurance Proceeds		6,335	3,998
<b>Total Receipts</b>		<b>176,218</b>	<b>183,349</b>
<b><u>Payments</u></b>			
Personnel Services		(69,564)	(67,066)
Suppliers for Goods and Services		(68,562)	(60,830)
Finance Costs		(1,484)	(1,591)
<b>Total Payments</b>		<b>(139,610)</b>	<b>(129,487)</b>
<b>Net Cash inflow from Operating Activities</b>	22(b)	<b>36,608</b>	<b>53,862</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
Purchases of Property, Plant and Equipment		(33,041)	(35,729)
Purchases of Other Financial Assets		-	(21,000)
Proceeds from Sale of Property, Plant and Equipment		12	8
<b>Net Cash outflow from Investing Activities</b>		<b>(33,029)</b>	<b>(56,721)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>			
Repayment of Borrowings		(20)	(37)
<b>Net Cash flow from Financing Activities</b>		<b>(20)</b>	<b>(37)</b>
<b>Net increase/(decrease) in cash and cash equivalents</b>		<b>3,559</b>	<b>(2,896)</b>
<b>Cash and cash equivalents at beginning of the year</b>		<b>8,778</b>	<b>11,674</b>
<b>Cash and cash equivalents at end of year</b>	22(a)	<b>12,337</b>	<b>8,778</b>

The accompanying notes form part of these Financial Statements.

## NOTES TO THE FINANCIAL STATEMENTS

Note	Contents
1	Statement of Material Accounting Policies
2	Sale of Goods and Services
3	Government Grants
4	Investment Revenue
5	Other Income
6(a)	Personnel Services
6(b)	Depreciation and Amortisation
6(c)	Finance Costs
7	Other Operating Expenses
8	Trade and other Receivables
9	Inventories
10(a)	Other Financial Assets
10(b)	Other Non-Current Assets
11	Property, Plant and Equipment
12	Leases
13	Intangible Assets
14	Fair Value Measurement of Non-Financial Assets
15	Trade and Other Payables
15(a)	Personnel Services
16	Other Liabilities
17	Borrowings
18	Financial Instruments
19	Restricted Assets
20	Remuneration of Auditors
21	Related Party Disclosures
22	Notes to the Cash Flow Statement
23	Commitments for Expenditure
24	Contingent Assets and Liabilities
25	Subsequent Events



## NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2025

### 1. Statement of Material Accounting Policies

#### a) Reporting Entity

Taronga is a NSW Government Public Non-Financial Corporation constituted under the *Zoological Parks Board Act 1973*. Taronga is a not-for-profit entity as profit is not its principal objective. The reporting entity is consolidated as part of the NSW Total State Sector Accounts.

Taronga comprises the activities of Taronga Zoo, Taronga Western Plains Zoo and the Taronga Foundation. Taronga's commercial activities, namely retail, catering, experience activities and accommodation are also included.

These financial statements for the year ended 30 June 2025 have been authorised for issue by the Board on 30 September 2025.

#### b) Basis of Preparation

The entity's financial statements are general purpose financial statements which have been prepared on an accruals basis in accordance with:

- i. Applicable Australian Accounting Standards (AAS) (which include Australian Accounting Interpretations)
- ii. The requirements of the *Government Sector Finance Act 2018* (GSF Act)
- iii. Government Sector Finance Regulations 2024
- iv. Treasurer's Directions issued under the GSF Act.

Property, plant and equipment and certain financial assets and liabilities are measured using the fair value basis. Other financial statement items are prepared in accordance with the historical cost convention except where specified otherwise.

Judgements, key assumptions and estimations management has made are disclosed in the relevant notes to the financial statements.

All amounts are rounded to the nearest one thousand dollars and are expressed in Australian currency, which is the entity's presentation and functional currency.

#### c) Comparative Figures

All comparative information presented for the preceding financial year corresponds to the disclosures specified for the current financial year, except where an Australian Accounting Standard permits or requires otherwise.

One of the defined benefit super funds had a non-current receivable in the current and prior year. In the prior year, this receivable was netted off against other funds in the same category. This has been recognised on a gross basis in the current year, and comparatives are updated to reflect this.

	Reclassified		Change
	2024	2024	
Defined Benefit Superannuation	\$'000	\$'000	\$'000
Other Non-Current Assets	-	1,011	(1,011)
Trade and Other Payables	1,510	2,521	1,011

**d) Statement of Compliance**

Taronga's financial statements and notes comply with Australian Accounting Standards, which include Australian Accounting Interpretations.

**e) Changes in Accounting Policy, Including New or Revised Australian Accounting Standards****Effective for the first time in 2024/2025**

All new or revised Australian Accounting Standards, amendments and interpretations applied for the first time in 2024/2025 are either not relevant to the operations of Taronga or do not have any impact on Taronga's results or disclosures.

**Australian Accounting Standards issued but not yet effective**

NSW public sector entities are not permitted to early adopt new Australian Accounting Standards unless NSW Treasury determines otherwise.

When the following Accounting Standards and amendments become mandatory, additional disclosures may be required. Taronga has made an assessment and determined that there will be no material impact on the Financial Statements.

- AASB S2 Climate-related Disclosures – Applicable from 1 July 2026
- AASB 2024-2 Amendments to Australian Accounting Standards – Classification and Measurement of Financial Instruments – Applicable from 1 July 2026
- AASB 2024-3 Amendments to Australian Accounting Standards – Annual Improvements Volume 11– Applicable from 1 July 2026
- AASB 18 Presentation and Disclosure in Financial Statements – Applicable from 1 July 2028

**f) Impact of Climate-related matters on Financial Reporting for 2024/2025**

Taronga has made an assessment and concluded that there is no material impact on the financial position and performance during the reporting period.

**g) Animal Collection**

The animal collection managed by Taronga is reflected in Taronga's accounting records at one dollar. This is consistent with worldwide industry practice. Taronga regards the animals as part of a regional and international collection and not the specific property of the institution.



## 2. Sale of Goods and Services

	2025 \$'000	2024 \$'000
Sale of goods	15,738	14,218
Rendering of services	98,255	93,935
Total Sale of Goods and Services	113,993	108,153

### Recognition and Measurement

Revenue is measured at the fair value of the consideration received or receivable. Amounts disclosed as revenue are net of returns, trade allowances, and amounts collected by third parties.

Taronga recognises revenue when the amount of revenue can be reliably measured, it is probable that the future economic benefits will flow to the entity and specific criteria have been met for each of Taronga's activities. Revenue is recognised in accordance with the requirements of AASB 15 Revenue from Contracts with Customers or AASB 1058 Income of Not-for-Profit Entities, dependent on whether there is a contract with a customer defined by AASB 15 Revenue from Contracts with Customers.

### Sale of Goods

Revenue from sale of goods is recognised when Taronga satisfies a performance obligation by transferring the promised goods. Taronga satisfies its performance obligations at the time of the sale of souvenirs, food items and at the same time the customer obtains control of promised goods. The payment is typically due at the time of transfer.

### Rendering of Services

Revenue from rendering of services is recognised when Taronga satisfies the performance obligation by transferring the promised services. Taronga typically satisfies its performance obligations by providing entry to the guests visiting the zoos, providing catering facilities, ropes course experience, overnight accommodation, car parking facility, attendance to the events and experience from zoo activities. The customer obtains control of the promised services upon delivery of the experiences and providing access to certain facilities. Payments are due upon reservation of services and at times upon providing access to certain facilities. Revenue is measured at the prices published on Taronga's website and displayed at ticketing kiosks.

### 3. Government Grants

	2025 \$'000	2024 \$'000
<i>Grants to Construct a Recognisable Non-Financial Asset to be Controlled by Taronga:</i>		
Capital grant - NSW Government	11,432	3,977
<i>Grants without Sufficiently Specific Performance Obligations:</i>		
Capital grant - NSW Government	-	5,700
Recurrent grant - NSW Government	17,349	16,884
Other grant - NSW Government	89	1,343
<b>Total Government Grants</b>	<b>28,870</b>	<b>27,904</b>

#### Recognition and Measurement

Included in Government Grants income is the Recurrent grant received from NSW Government to fund public education, research, conservation work and asset maintenance. The note also includes Capital grants received to assist with the construction and acquisition of major new assets.

#### Grants to construct a Recognisable Non-Financial Asset to be controlled by Taronga

Where there is a written enforceable agreement in place, income from grants to acquire or construct a recognisable non-financial asset to be controlled by Taronga is received and recognised when Taronga satisfies its obligations under the transfer. Taronga satisfies the performance obligations under the transfer agreement to construct assets over time as the non-financial assets are being constructed. Revenue is recognised upon receipt of cash and completion of the construction activities whichever is at the later occurrence.

#### Grants without Sufficiently Specific Performance Obligations

Income from grants without sufficiently specific performance obligations, including where no written enforceable agreement is in place, is recognised upon receipt of cash.

### 4. Investment Revenue

	2025 \$'000	2024 \$'000
Term Deposits and Bank Interest	15,421	14,480
<b>Total Investment Revenue</b>	<b>15,421</b>	<b>14,480</b>

#### Recognition and Measurement

Interest income is recognised using the effective interest method. The effective interest rate is the rate that exactly discounts the estimated future cash receipts over the expected life of the financial instrument or a shorter period, where appropriate, to the net carrying amount of the financial asset.



## 5. Other Income

	2025 \$'000	2024 \$'000
Sponsorship	5,412	4,747
Donations and Bequests	8,821	10,888
Proceeds from Insurance	6,335	3,998
Sundry Income	110	-
Gain/(Loss) on Sale of Assets	12	7
Total Other Income	20,690	19,640

### Recognition and Measurement

#### Sponsorship

Sponsorship revenue is brought to account as it is earned and is recognised when services are provided per sponsorship agreements. The value of goods and services received by way of sponsorship was included in revenue for the year as sponsorship income. The respective goods and services related to this income are reflected in the appropriate expense or asset accounts. The values of such sponsorships are brought to account on the condition that a fair value for the sponsorship could be ascertained.

#### Donations and Bequests

The Taronga Foundation's pledged donations including bequests are not recognised as income until received.

#### Proceeds from Insurance

Proceeds from insurance comprises of claims related to loss of revenue due to business disruption and destruction or damage to Taronga's assets. These claims are recognised as revenue upon receipt of approved payments.

#### Gain/(Loss) on Sale of Assets

Gains/(Losses) from sale of assets is recognised upon disposal of assets.

## 6. Expenses

### a) Personnel Services

	2025 \$'000	2024 \$'000
Salaries and Wages (including annual leave)	59,205	54,012
Superannuation - Defined Contribution Plans	6,742	5,908
Superannuation - Defined Benefit Plans*	(1,516)	(385)
Long Service Leave	637	886
Workers Compensation Insurance	512	376
Payroll Tax and Fringe Benefits Tax	3,656	3,325
Total Personnel Services	69,236	64,122

### Recognition and Measurement

The personnel services is the expense incurred by Taronga on personnel services provided by the NSW Department of Climate Change, Energy, the Environment and Water (DCCEEW).

\*As the employment is undertaken by DCCEEW, the defined benefit superannuation actuarial gain is included in Personnel Service Expenses in the Income Statement rather than in the Statement of Comprehensive Income. In 2025 a defined benefit superannuation actuarial gain of \$1,665,000 is included in superannuation defined benefit expense (\$550,000 gain in 2023/2024).

Personnel Service related costs amounting to \$738,244 have been capitalised during the year (\$712,862 in 2023/2024). These personnel service costs are excluded from the above.

### b) Depreciation and Amortisation

	2025 \$'000	2024 \$'000
<b>Depreciation</b>		
Land and Buildings	29,136	25,436
Land and Buildings right-of-use assets	20	20
Plant and Equipment	2,020	1,768
Plant and Equipment right-of-use assets	-	17
Infrastructure	10,831	8,977
<b>Amortisation</b>		
Intangible Assets	4	39
<b>Total Depreciation and Amortisation</b>	<b>42,011</b>	<b>36,257</b>

Refer to Note 11, 12, and 13 for recognition and measurement policies on Depreciation and Amortisation.

### c) Finance Costs

	2025 \$'000	2024 \$'000
Interest on Borrowings	1,453	1,550
Interest on Lease Liabilities	2	3
Amortisation of premiums relating to borrowings	-	(82)
Amortisation of discounts relating to borrowings	92	-
<b>Total Finance Costs</b>	<b>1,547</b>	<b>1,471</b>

### Recognition and Measurement

Finance costs consists of interest and other costs incurred in connection with the borrowing of the funds. Borrowing costs are recognised as expenses in the period in which they are incurred in accordance with Treasury's Mandate to not-for-profit entities.



## 7. Other Operating Expenses

	2025 \$'000	2024 \$'000
Advertising and Promotions	3,826	3,720
Animal Husbandry & Research Support	4,193	3,636
Assets Disposed	289	893
Communications and Digital Technology	5,351	4,354
Contingent Labour	1,590	872
Contract Services	7,183	5,665
Cost of Goods Sold	5,625	5,362
Maintenance	8,779	7,609
Supply and Services	19,119	18,472
Utilities	3,425	3,278
Work in Progress Expensed	29	3,297
Total Other Operating Expenses	59,409	57,158

### Total Maintenance Expenses

	2025 \$'000	2024 \$'000
Maintenance expense - Contracted Labour and other (non-employee related) included in Note 7	8,779	7,609
Employee related Maintenance expense included in Note 6(a)	3,251	2,725
Total Maintenance expenses included in Note 6(a) and Note 7	12,030	10,334

## Recognition and Measurement

Operating costs are recognised as an expense in the reporting period in which they are incurred. These expenses generally represent the day-to-day operating costs incurred in Taronga's normal operations.

### Cost of Goods Sold

Cost of goods sold represents the amount of inventories sold during the year from retail activities and the cost of food and beverage for zoo activities.

### Maintenance

The cost of day-to-day servicing or maintenance is charged to expenses as incurred, except where they related to the replacement of a part or component of an asset, in which case the costs are capitalised and depreciated.

### Supply and Services

Supply and Services includes operating costs such as animal transport, audit fees, bank charges, conservation activities, catering, cleaning, insurance, legal, postage, printing and stationery, professional services, staff development, travel and vehicle costs.

## 8. Trade and Other Receivables

	2025 \$'000	2024 \$'000
Trade Receivables from Contracts with Customer	6,371	6,758
Less: Allowance for expected credit losses	-	-
	6,371	6,758
Prepayments	1,296	2,294
Total Trade and Other Receivables	7,667	9,052

### Recognition and Measurement

#### Receivables

Trade receivables, which generally have 30-day terms, are recognised and carried at original invoice amount less an allowance for any uncollectible amounts. Short-term receivables with no stated interest rate are measured at the original invoice amount where the effect of discounting is immaterial.

#### Impairment

Taronga applies a simplified approach in calculating Expected Credit Losses (ECLs). Taronga recognises a loss allowance based on lifetime ECLs at each reporting date. Taronga has established a provision matrix based on its historical credit loss experience for trade receivables, adjusted for forward-looking factors specific to the receivable.

## 9. Inventories

	2025 \$'000	2024 \$'000
<b><u>Held for Distribution</u></b>		
Food for Animals	158	167
Stores and Spare Parts	264	147
	422	314
<b><u>Held for Resale</u></b>		
Souvenirs and Catering	1,657	1,571
	1,657	1,571
Total Inventories	2,079	1,885

### Recognition and Measurement

Inventories held for distribution are stated at the lower of cost and current replacement cost. Inventories held for resale are stated at the lower of cost and net realisable value. The cost is calculated using the weighted average cost method. Current replacement cost is the cost Taronga would incur to acquire the asset on the reporting date. Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale.



## 10. Other Assets

### a) Other Financial Assets

	2025 \$'000	2024 \$'000
<b>Term deposits:</b>		
91 - 180 Days	119,000	43,000
181 - 270 Days	178,000	247,000
Over 270 Days	-	7,000
Total Term Deposits	297,000	297,000
Less: Allowance for expected credit losses	-	-
Total Other Financial Assets	297,000	297,000

### b) Other Non-Current Assets

	2025 \$'000	2024 \$'000
Defined Benefit Superannuation	1,395	1,011

## Recognition and Measurement

Other financial assets include short term deposits that are due to mature between 3 and 12 months from the acquisition date. Term deposits due to mature within 3 months from the acquisition date are classified as cash and cash equivalents. Refer to note 18 for further disclosure on Other Financial Assets. Other non-current assets represent receivables from defined benefit super plans.

## 11. Property, Plant and Equipment

	Work in Progress \$'000	Land and Buildings \$'000	Plant and Equipment \$'000	Infrastructure \$'000	Total \$'000
<b>At 1 July 2024 - fair value</b>					
Gross carrying amount	35,954	853,859	25,200	220,695	1,135,708
Accumulated Depreciation	-	(259,368)	(16,960)	(69,972)	(346,300)
Net carrying amount	35,954	594,491	8,240	150,723	789,408
<b>At 30 June 2025 - fair value</b>					
Gross carrying amount	31,199	899,638	27,170	237,095	1,195,102
Accumulated Depreciation	-	(285,209)	(18,230)	(79,775)	(383,214)
Net carrying amount	31,199	614,428	8,940	157,321	811,888

## Reconciliation

Reconciliations of the carrying amount of each class of property, plant and equipment at the beginning and end of the current financial year is set out below:

	Work in Progress \$'000	Land and Buildings \$'000	Plant and Equipment \$'000	Infrastructure \$'000	Total \$'000
<b>Year ended 30 June 2025</b>					
Net carrying amount at beginning of year	35,954	594,491	8,240	150,723	789,408
Additions	21,362	10,709	2,072	1,584	35,727
Transfers	(26,088)	16,314	703	9,071	-
Disposals	-	(591)	(634)	-	(1,225)
Expensed	(29)	-	-	-	(29)
Revaluation increment	-	22,284	-	6,775	29,059
Depreciation expense	-	(29,136)	(2,020)	(10,832)	(41,988)
Depreciation on disposals	-	357	579	-	936
Net carrying amount at end of year	31,199	614,428	8,940	157,321	811,888

	Work in Progress \$'000	Land and Buildings \$'000	Plant and Equipment \$'000	Infrastructure \$'000	Total \$'000
<b>At 1 July 2023 fair value</b>					
Gross carrying amount	27,149	767,108	20,850	186,465	1,001,572
Accumulated Depreciation	-	(252,888)	(14,306)	(60,916)	(328,110)
Net carrying amount	27,149	514,220	6,544	125,549	673,462
<b>At 30 June 2024 - fair value</b>					
Gross carrying amount	35,954	853,859	25,200	220,695	1,135,708
Accumulated Depreciation	-	(259,368)	(16,960)	(69,972)	(346,300)
Net carrying amount	35,954	594,491	8,240	150,723	789,408

## Reconciliation

Reconciliations of the carrying amount of each class of property, plant and equipment at the beginning and end of the previous financial year is set out below:

	Work in Progress \$'000	Land and Buildings \$'000	Plant and Equipment \$'000	Infrastructure \$'000	Total \$'000
<b>Year ended 30 June 2024</b>					
Net carrying amount at beginning of year	27,149	514,220	6,544	125,549	673,462
Additions	21,699	5,716	2,099	4,765	34,279
Transfers	(9,597)	6,661	1,432	1,504	-
Disposals	-	(26,434)	(758)	(114)	(27,306)
Expensed	(3,297)	-	-	-	(3,297)
Revaluation increment	-	94,141	-	27,942	122,083
Depreciation expense	-	(25,436)	(1,768)	(8,976)	(36,180)
Depreciation on disposals	-	25,624	691	53	26,368
Net carrying amount at end of year	35,954	594,491	8,240	150,723	789,409



## Recognition and Measurement

### (a) Acquisition of Property, Plant and Equipment

The cost method of accounting is used for the initial recording of all acquisitions of assets controlled by Taronga. Cost is the amount of cash or cash equivalents paid or the fair value of the consideration given to acquire the assets at the time of its acquisition plus the costs incidental to the acquisition.

Assets acquired at no cost or for nominal consideration are initially recognised at their fair value at the date of acquisition. Fair value is the price that would be received to sell an asset in an orderly transaction between market participants at measurement date.

### (b) Capitalisation Thresholds

Property, plant and equipment and intangible assets costing \$2,000 and above individually (or forming part of a network costing more than \$2,000) are capitalised.

### (c) Revaluation of Property, Plant and Equipment

Physical non-current assets are valued in accordance with the 'Valuation of Physical Non-Current Assets at Fair Value' (TPP 21-09). This Policy and Guideline Paper adopts fair value in accordance with AASB 13 *Fair Value Measurement* and AASB 116 *Property, Plant and Equipment*.

It further clarifies that fair value is determined by reference to its 'highest and best use' by market participants taking into account the existing physical, legal, financial and socio-political environment in which the entity operates and which results in the highest value.

Property, plant and equipment is measured at the highest and best use by market participants that is physically possible, legally permissible and financially feasible. The highest and best use must be available at a period that is not remote and take into account the characteristics of the asset being measured, including any socio-political restrictions imposed by government. In most cases, after taking into account these considerations, the highest and best use is the existing use. In limited circumstances, the highest and best use may be a feasible alternative use, where there are no restrictions on use or where there is a feasible higher restricted alternative use.

Fair value of land, infrastructure, buildings and plant and equipment is based on market participants' perspective, using valuation techniques that maximise relevant observable inputs and minimise unobservable inputs.

Non-specialised assets with short useful lives are measured at depreciated historical cost as an approximation of fair value. Taronga has assessed that any difference between fair value and depreciated historical cost is unlikely to be material.

Taronga revalues each class of "property, plant and equipment" except plant and equipment and work in progress in accordance with TPP21-09. This requires a comprehensive revaluation at least every three years for Land using the market approach as the most appropriate valuation technique for that asset under AASB 13. Buildings and Infrastructure assets are re-valued using the cost approach and under AASB 13 will be re-valued at least every five years.

### (d) Interim Revaluations

At the reporting date, Taronga consults Valuation NSW a cluster agency under The Department of Planning, Housing and Infrastructure for an indexation advice to determine if the carrying value of its assets differs materially from the fair value. In the event the carrying value of assets differs materially from fair value, Taronga performs a revaluation based on the advice of Valuation NSW and updates its asset values.

Details of the most recent comprehensive revaluation for all classes of assets are as follows:

### **Land**

The last comprehensive revaluation of Taronga's land was conducted by FPV Consultants and Aspect Property in March 2023 for Taronga Zoo and Taronga Western Plains Zoo respectively. The land has been valued at fair value having regard to current use as indicated by the zoning, heritage restrictions and other controls over the property. In the interim period up to June 2025 management has annually assessed the indexation rates in consultation with Valuation NSW and as a result in June 2025 no indexation adjustment is required. The next comprehensive revaluation for land is due to be performed during the financial year 2025/2026.

#### **Mosman – Taronga Zoo (28.1 hectares)**

Zoning: Special Activities 1 – Zoological Gardens under Mosman Local Environmental Plan 2012. As per FPV Consultants valuation in March 2023, based on comparable values for open recreation land, \$84,300,000.

#### **Dubbo – Taronga Western Plains Zoo (767.5 hectares)**

Zoning: SP3 Tourist under the Dubbo Regional Local Environment Plan 2022. As per Aspect Property valuation in March 2023 based on comparable zoning values, \$5,900,000.

#### **Sanctuary One – Killara and Box Hill (3,045.45 hectares)**

Zoning: RU1 – Primary Production under the Gwydir Local Environmental Plan 2013. Lands acquired in January 2025, total value \$6,450,000.

### **Infrastructure**

Valuation of the infrastructure includes all site works which are considered to add value to the site as used and not already valued as individual fixed assets (such as buildings). This includes all services, roads and landscaping, etc. The value for infrastructure was split between the major categories of roads, services and landscaping and its value to the site expressed at Depreciated Replacement Cost. The last comprehensive valuation was conducted by Valuation NSW in March 2024. In the interim period up to 30 June 2025 management has assessed the indexation rates in consultation with Valuation NSW and in June 2025 Taronga has adjusted these assets to reflect the indexation increment of 4.5%. The next comprehensive revaluation for infrastructure is due to be performed during 2028/2029.

### **Buildings, Enclosures and Improvements**

The last comprehensive revaluation of Taronga's buildings, enclosures and improvements was conducted by Valuation NSW in March 2024. In the interim period up to 30 June 2025 management has assessed the indexation rates in consultation with Valuation NSW and in June 2025 Taronga has adjusted these assets to reflect the indexation increment of 4.5%. The next comprehensive revaluation for infrastructure is due to be performed during 2028/2029.

#### **(e) Revaluation Increments/Decrements**

Revaluation increments are recognised in other comprehensive income and credited directly to the asset revaluation reserve, except to the extent that an increment reverses a revaluation decrement in respect of that class of asset previously recognised as loss in net result, the increment is recognised immediately as revenue in the net result.



Revaluation decrements are recognised immediately as expenses in the net result, except that, to the extent that a credit balance exists in the asset revaluation reserve in respect of the same class of assets, they are debited directly to the asset revaluation reserve.

As a not-for-profit entity, revaluation increments and decrements are offset against one another within a class of non-current assets, but not otherwise. When revaluing non-current assets the gross amount and the related accumulated depreciation are separately restated.

Where an asset that has previously been re-valued is disposed of, any balance remaining in the asset revaluation reserve in respect of that asset is transferred to the accumulated funds.

#### (f) Impairment of Property, Plant and Equipment

As a not-for-profit entity with no cash generating units, impairment under AASB 136 Impairment of Assets is unlikely to arise. As property, plant and equipment is carried at fair value or an amount that approximates fair value, impairment can only arise in the rare circumstances such as where the costs of disposal are material.

#### (g) Depreciation and Amortisation

Taronga has adopted a policy whereby depreciation is calculated on a straight-line basis for all depreciable assets so as to write off the depreciable amount of each asset as it is consumed over its useful life. Details of depreciation rates and methods are as follows:

Category of Asset	Rate of Depreciation
Motor Vehicles	10.00%
Plant & Equipment	The rate being determined by the estimated life of the asset (3 – 10 years as appropriate).
Infrastructure	The rate being determined by the estimated life of the asset (3 – 40 years as appropriate).
Buildings, Enclosures and Improvements	The rate being determined by the estimated life of the asset (1 – 50 years as appropriate).

Taronga's intangible assets are amortised using the straight line method. Details of amortisation rates are as follows:

Category of Asset	Rate of Amortisation
Financial Application and Other Software	10.0% - 33.3%

These rates are consistent with those used in the previous year.

## 12. Leases

### Entity as a Lessee

#### Right-of-use assets under leases

	Land and Buildings \$'000	Plant and Equipment \$'000	Total \$'000
Balance at 1 July 2024	42	-	42
Additions	-	-	-
Depreciation Expense	(19)	-	(19)
Balance at 30 June 2025	23	-	23

	Land and Buildings \$'000	Plant and Equipment \$'000	Total \$'000
<b>Balance at 1 July 2023</b>	62	17	80
Additions	-	-	-
Depreciation Expense	(20)	(17)	(37)
<b>Balance at 30 June 2024</b>	42	-	43

#### Lease liabilities

	2025 \$'000	2024 \$'000
<b>Balance at 1 July</b>	42	80
Additions	-	-
Interest Expenses	2	3
Payments	(22)	(40)
<b>Balance at 30 June</b>	22	43

The following amounts were recognised in the statement of comprehensive income in respect of leases where Taronga is the lessee:

	2025 \$'000	2024 \$'000
Depreciation expense of right-of-use assets	(19)	(37)
Interest expense on lease liabilities	(2)	(3)
<b>Total amount recognised in the statement of comprehensive income</b>	<b>(21)</b>	<b>(40)</b>

Future minimum lease payments under non-cancellable leases are as follows:

	2025 \$'000	2024 \$'000
Within one year	23	47
Later than one year and not later than five years	-	-
<b>Total (including GST)</b>	<b>23</b>	<b>47</b>
Less: GST recoverable	2	4
<b>Total (excluding GST)</b>	<b>21</b>	<b>43</b>

Taronga had total cash outflows for leases of \$22,488 during 2024/2025 (\$37,171 2023/2024).

Taronga leases land for browse plantations and office equipment. Lease contracts are typically made for fixed periods of 2 to 10 years. Lease terms are negotiated on an individual basis and contain a wide range of different terms and conditions. The lease agreements do not impose any covenants, but leased assets may not be used as security for borrowing purposes. Taronga does not provide residual value guarantees in relation to leases.



**13. Intangible Assets**

	<b>Software and other Intangibles \$'000</b>
<b>At 1 July 2024</b>	
Cost (gross carrying amount)	2,368
Accumulated Amortisation and Impairment	(2,364)
Net carrying amount	4
<b>At 30 June 2025</b>	
Cost (gross carrying amount)	2,196
Accumulated Amortisation and Impairment	(2,196)
Net carrying amount	-
<b>Year ended 30 June 2025</b>	
Net carrying amount at beginning of year	4
Disposals	(172)
Amortisation	(4)
Amortisation on disposals	172
Net carrying amount at end of year	-

	<b>Software and other Intangibles \$'000</b>
<b>At 1 July 2023</b>	
Cost (gross carrying amount)	2,408
Accumulated Amortisation and Impairment	(2,363)
Net carrying amount	45
<b>At 30 June 2024</b>	
Cost (gross carrying amount)	2,368
Accumulated Amortisation and Impairment	(2,364)
Net carrying amount	4
<b>Year ended 30 June 2024</b>	
Net carrying amount at beginning of year	45
Disposals	(41)
Amortisation	(39)
Amortisation on disposals	39
Net carrying amount at end of year	4

## Recognition and Measurement

Taronga recognises intangible assets only if it is probable that future economic benefits will flow to Taronga and the cost of the asset can be measured reliably. Intangible assets are measured initially at cost. Where an asset is acquired at no cost or nominal cost, the cost is its fair value as at the date of acquisition.

Intangible assets are subsequently measured at fair value only if there is an active market. As there is no active market for some of Taronga's software classified as intangible assets, these assets are carried at cost less any accumulated amortisation and impairment losses.

In general, intangible assets are tested for impairment where an indicator of impairment exists. If the recoverable amount is less than its carrying amount the carrying amount is reduced to the recoverable amount or the reduction is recognised as an impairment loss.

Cost of software as a service is not considered as an intangible asset, instead it is recognised as a service expense during the year. Any costs related to configuration and or customisation of cloud software is also recognised as an expense.

## 14. Fair Value Measurement of Non-Financial Assets

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The fair value measurement is based on the presumption that the transaction to sell the asset or transfer the liability takes place either in the principal market for the asset or liability or in the absence of a principal market, in the most advantageous market for the asset or liability.

When measuring fair value, the valuation technique used maximises the use of relevant observable inputs and minimises the use of unobservable inputs. Under AASB 13, Taronga categorises, for disclosure purposes, the valuation techniques based on the inputs used in the valuation techniques as follows:

Level 1 - quoted (unadjusted) prices in active markets for identical assets / liabilities that the entity can access at the measurement date.

Level 2 - inputs other than quoted prices included within Level 1 that are observable, either directly or indirectly.

Level 3 - inputs that are not based on observable market data (unobservable inputs).

Taronga recognises transfers between levels of the fair value hierarchy at the end of the reporting period during which the change has occurred.

### (a) Fair Value Hierarchy

2025	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000	Total Fair Value \$'000
<b>Property Plant and Equipment</b>				
Land and Buildings	-	96,935	517,493	614,428
Infrastructure	-	-	157,321	157,321
	-	96,935	674,814	771,749



2024	Level 1	Level 2	Level 3	Total Fair Value
	\$'000	\$'000	\$'000	\$'000
<b>Property Plant and Equipment</b>				
Land and Buildings	-	90,485	504,006	594,491
Infrastructure	-	-	150,723	150,723
	-	90,485	654,729	745,214

There were no transfers between Level 1 or 2 during the year.

### (b) Valuation Techniques, Inputs and Processes

The Fair value of land, buildings and infrastructure was determined by Valuation NSW, FPV Consultants and Aspect Property. Taronga's land has been valued using the direct comparison approach and classified as level 2, under this valuation method transactions of land acquired for special uses and open space purposes are analysed and considered for comparison purposes.

Fair value of buildings and infrastructure is measured using the cost approach. This valuation technique reflects the amount that would be required currently to replace the service capacity of the asset. Buildings and infrastructure are categorised as level 3.

### (c) Reconciliation of Recurring Level 3 Fair Value Measurements

2025	Buildings	Infrastructure	Total Recurring Level 3 Fair value
	\$'000	\$'000	\$'000
<b>Fair Value as at 1 July 2024</b>	<b>504,005</b>	<b>150,724</b>	<b>654,729</b>
Additions	20,572	10,655	31,227
Revaluation increments recognised in other comprehensive income	22,284	6,775	29,059
Disposals	(233)	-	(233)
Depreciation	(29,136)	(10,832)	(39,968)
<b>Fair Value as at 30 June 2025</b>	<b>517,492</b>	<b>157,322</b>	<b>674,814</b>

2024	Buildings	Infrastructure	Total Recurring Level 3 Fair value
	\$'000	\$'000	\$'000
<b>Fair Value as at 1 July 2023</b>	<b>423,734</b>	<b>125,550</b>	<b>549,284</b>
Additions	12,377	6,269	18,646
Revaluation increments recognised in other comprehensive income	94,141	27,942	122,083
Disposals	(811)	(61)	(872)
Depreciation	(25,436)	(8,976)	(34,412)
<b>Fair Value as at 30 June 2024</b>	<b>504,005</b>	<b>150,724</b>	<b>654,729</b>

**15. Trade and Other Payables**

	<b>2025</b>	<b>2024</b>
	<b>\$'000</b>	<b>\$'000</b>
<b>Current Liabilities</b>		
Operating Expense Creditors	4,844	4,746
Capital Creditors	3,716	1,139
Accruals and Other Creditors	5,137	5,290
Personnel Services	15,544	14,177
<b>Total Current Trade and Other Payables</b>	<b>29,241</b>	<b>25,352</b>
<b>Non-Current Liabilities</b>		
Personnel Services	1,210	2,521
<b>Total Non-Current Trade and Other Payables</b>	<b>1,210</b>	<b>2,521</b>
<b>Total Trade and Other Payables</b>	<b>30,451</b>	<b>27,873</b>

**Recognition and Measurement**

Payables are initially recognised at fair value, usually based on the transaction cost. Trade accounts payable are generally settled within 30 days unless otherwise agreed with the vendor.

**(a) Personnel Services**

	<b>2025</b>	<b>2024</b>
	<b>\$'000</b>	<b>\$'000</b>
<b>Current Liabilities</b>		
Salaries and Wages Payable	555	209
Annual Leave Provision	4,387	4,026
Long Service Leave Provision	9,430	8,888
Defined Benefit Superannuation	1,172	1,054
<b>Total Current Payable</b>	<b>15,544</b>	<b>14,177</b>
<b>Non-Current Liabilities</b>		
Defined Benefit Superannuation	1,210	2,521
<b>Total Non-Current Payable</b>	<b>1,210</b>	<b>2,521</b>
<b>Total Personnel Services</b>	<b>16,754</b>	<b>16,698</b>

**Recognition and Measurement**

Since the Administrative Arrangement Order 2023, all employees are under the employment of DCCEEW, therefore salaries and wages, annual leave and on-costs are classified as personnel services expenses and provisions for annual leave, long service leave and defined benefit superannuation plans are recognised as payables.



**(a) Salaries and Wages, Annual Leave, Sick Leave and On-Costs**

Liabilities for salaries and wages that fall due wholly within 12 months of the reporting date are recognised and measured in respect of employees' services up to the reporting date at undiscounted amounts based on the amounts expected to be paid when the liabilities are settled.

Unused non-vesting sick leave does not give rise to a liability as it is not considered probable that sick leave taken in the future will be greater than the benefit accrued in the future.

All accrued annual leave is treated as a current liability with the expectation that annual leave will be taken when due. The on-costs i.e. payroll tax, worker's compensation insurance premiums and superannuation which are consequential to employment have been taken into account in calculating annual leave provisions.

**(b) Long Service Leave and Superannuation**

The liability for long service leave is recognised as payables under personnel services and measured as the present value of expected future payments to be made in respect of services provided by employees up to the reporting date.

Consideration is given to expected future wage and salary levels, experience of employee departures and periods of service. Expected future payments are discounted using market yields at the reporting date on Government bonds with terms to maturity that match as closely as possible the estimated future cash flows.

Superannuation expense is determined using the formulae specified in the Treasurer's Directions. All employees are entitled to superannuation benefits under one of the superannuation schemes, namely Aware Super (AS), State Authorities Non-Contributory Superannuation Scheme (SANCS), State Authorities Superannuation Scheme (SASS), and State Superannuation Scheme (SSS). All funds are administered by the Superannuation Administration Corporation trading as Mercer Administration Services (Australia) Pty Ltd.

The superannuation schemes SSS, SASS and SANCS are all defined benefit schemes; at least a component of the final benefit is derived from a multiple of member salary and years of membership. All three schemes are closed to new members. Employees who are not members of an associated scheme and were covered by the State Authorities Non-Contributory Scheme (Basic Benefit) are automatically transferred into AS. Employees also have the choice of using other superannuation schemes and some have opted to do so.

**(c) Consequential on-costs**

The outstanding amounts of payroll tax, workers' compensation insurance premiums, and fringe benefits tax, which are consequential to employment, are recognised as either liabilities or expenses depending on where the employee benefits to which they relate have been recognised.

## 16. Other Liabilities

	2025 \$'000	2024 \$'000
Contract Liabilities - Current	20,732	22,374
Liabilities arising from transfers to construct non-financial assets	7,978	19,220
Total Other Current Liabilities	28,710	41,594
Contract Liabilities - Non-Current	325	713
Total Other Non-Current Liabilities	325	713
Total Other Liabilities	29,035	42,307

### Recognition and Measurement

Contract Liabilities represents payments received in advance for Zoo admission, overnight accommodation and other Zoo activities. Liabilities arising from transfers to construct non-financial assets are recognised when funds are received in advance and until the obligation to construct a recognisable non-financial asset is completed.

### Reconciliation of Liabilities arising from transfers to construct non-financial assets

	2025 \$'000	2024 \$'000
Opening balance of liabilities arising from transfers to acquire/construct non-financial assets to be controlled by the entity	19,220	15,668
Add: receipt of cash during the financial year	190	13,229
Deduct: income recognised during the financial year	11,432	9,677
Closing balance of liabilities arising from transfers to construct non-financial assets to be controlled by the entity	7,978	19,220

## 17. Borrowings

	2025 \$'000	2024 \$'000
<b>NSW Treasury Corporation (TCorp) Borrowings</b>	<b>50,461</b>	<b>50,368</b>
These loans are due to mature as follows:		
Not later than one year	5,840	2,683
Later than one year but not later than two years	5,360	5,897
Later than two years but not later than five years	27,085	22,323
Later than five years	12,176	19,465
Total NSW TCorp Borrowings	50,461	50,368
Lease Liability - Current	22	42
Total Borrowings	50,483	50,410



## Recognition and Measurement

Borrowings classified as financial liabilities at amortised cost are initially measured at fair value, net of directly attributable transaction costs. These are subsequently measured at amortised cost using the effective interest method. Gains and losses are recognised in net result when the liabilities are derecognised as well as through the amortisation process. Refer to Note 12 for accounting policy for lease liabilities.

## Face Value and Capital Value of Loans

	2025 \$'000	2024 \$'000
Face Value of Loans	51,654	51,231
Add Unamortised Premium	-	-
Less Discount	(1,193)	(863)
Capital Value of Loans	50,461	50,368

## Reconciliation of Changes in Liabilities Arising from Financing Activities

2025	1-Jul-24 \$'000	Cash flows \$'000	Amortisation \$'000	30-Jun-25 \$'000
TCorp Borrowings	50,368	-	93	50,461
Total Liabilities from Financing Activities	50,368	-	93	50,461

2024	1-Jul-23 \$'000	Cash flows \$'000	Amortisation \$'000	30-Jun-24 \$'000
TCorp Borrowings	50,451	-	(83)	50,368
Total Liabilities from Financing Activities	50,451	-	(83)	50,368

## 18. Financial Instruments

Taronga has exposure to the following risks from its use of financial instruments:

- Credit risk
- Liquidity risk
- Market risk

The Board of Directors has overall responsibility for the establishment and oversight of the risk management framework.

Taronga's Performance, Audit, Risk & Safety Committee is responsible for monitoring risk management policies. The Committee reports regularly to the Board of Directors on its activities.

Risk management policies are established to identify and analyse the risks faced by Taronga, to set appropriate risk limits and controls, and to monitor risks and adherence to limits. Risk management policies and systems are reviewed regularly to reflect changes in market conditions and Taronga's activities. Taronga, through its training and management standards and procedures, aims to develop a disciplined and constructive control environment in which all employees understand their roles and obligations.

The Performance, Audit, Risk & Safety Committee oversees how management monitors compliance with Taronga's risk management policies and procedures and reviews the adequacy of the risk management framework in relation to the risks faced by Taronga.

### **Financial Instrument Categories**

<b>Financial Assets Class:</b>	<b>Notes</b>	<b>Category</b>	<b>2025 \$'000</b>	<b>2024 \$'000</b>
Cash and Cash Equivalents	22	Amortised Cost, Fair Value	12,337	8,778
Receivables (1)	8	Amortised cost	5,520	6,500
Other Financial Assets	10 (a)	Amortised cost	297,000	297,000
Other Non-Current Assets	10 (b)	Amortised cost	1,395	1,011
<b>Financial Liabilities Class:</b>				
Payables (2)	15	Financial liabilities measured at amortised cost	30,451	27,873
Borrowings	17	Financial liabilities measured at amortised cost	50,461	50,368

(1) Excludes statutory receivables and prepayments (i.e. not within scope of AASB 7).

(2) Excludes statutory payables and unearned revenue in (i.e. not within scope of AASB 7).

Financial Instruments give rise to positions that are a financial asset either of Taronga or its counterparty and a financial liability (or equity instrument) of the other party. For Taronga these include cash, receivables, cash deposited at the bank, payables and borrowings.

In accordance with AASB 7 *Financial Instruments: Disclosures*, information is disclosed below in respect of the market risk, credit risk and liquidity risk of financial instruments.

Financial instruments are carried at amortised cost. However, the fair value of the other classes of financial instruments approximates their carrying value.

Taronga does not enter into or trade financial instruments for speculative purposes. Taronga does not use financial derivatives.

#### **a) Credit Risk**

Credit risk arises from the financial assets of Taronga which comprises trade and other receivables. The carrying amount of Taronga's financial assets represents the maximum credit exposure. Credit risk is the risk of financial loss to Taronga if a customer or counterparty to a financial instrument fails to meet its contractual obligations and arises principally from Taronga's receivables from customers. The maximum exposure to credit risk is represented by the carrying amount of the financial assets (net of any allowance for impairment).



Credit risk arises from the financial assets of Taronga, including cash, receivables and authority deposits. No collateral is held by Taronga. Taronga has not granted any financial guarantees. Credit risk associated with Taronga's financial assets, other than receivables is managed through the selection of counterparties and the establishment of minimum credit rating standards.

### Cash and Other Financial Assets

Cash and Other Financial Assets comprises cash on hand, Term Deposits with ANZ Banking Corporation, Westpac Banking Corporation and Bank of Queensland. Interest is earned on daily bank balances. At balance date the cash deposits were earning an average interest rate of 4.49% (2023/2024 5.06%), the weighted average interest rate for the period was 4.99% (2023/2024 4.83%). None of these balances are past due or impaired.

### Receivables - Trade Debtors

Taronga applies the AASB 9 simplified approach to measure expected credit losses which uses a lifetime expected loss allowance for all trade debtors.

To measure the expected credit losses, trade receivables have been grouped based on shared credit risk characteristics and the days past due. The expected loss rates are based on historical observed loss rates. The historical loss rates are adjusted to reflect current and forward-looking information on macroeconomic factors affecting the ability of the customers to settle the receivables. Taronga has identified the GDP and the unemployment rate to be the most relevant factors, and accordingly adjusts the historical loss rates based on expected changes in these factors.

Trade debtors are written off when there is no reasonable expectation of recovery. Indicators that there is no reasonable expectation of recovery include, amongst others a failure to make contractual payments for a period of greater than 91 days past due.

The loss allowance for trade debtors is as below:

30-Jun-25	\$'000					Total
	Current	<30 days	30-60 days	61-90 days	>91 days	
Expected credit loss rate	0%	0%	0%	0%	100%	
Gross carrying amount	5,484	34	2	-	-	5,520
Expected credit loss allowance	-	-	-	-	-	-

30-Jun-24	\$'000					Total
	Current	<30 days	30-60 days	61-90 days	>91 days	
Expected credit loss rate	0%	0%	0%	0%	100%	
Gross carrying amount	6,360	129	11	-	-	6,500
Expected credit loss allowance	-	-	-	-	-	-

Taronga is not materially exposed to concentration of credit risk to a single trade debtor or group of debtors. Taronga's maximum exposure to credit risk at reporting date was \$5,520,000 (\$6,500,000 in 2023/2024).

Taronga's maximum exposure to credit risk for trade receivables at the reporting date by type of entity was:

	2025 \$'000	2024 \$'000
NSW Government Entities	597	1,846
Banks	3,171	2,904
Tourism Operators	372	302
Non-Government Educational Bodies	-	18
Sponsors	732	152
Catering Operator	426	1,005
Other Entities	222	273
Less: Expected credit loss allowance	-	-
	5,520	6,500

## b) Liquidity Risk

Liquidity risk is the risk that Taronga will not be able to meet its financial obligations as and when they fall due. Taronga's approach to managing liquidity is to ensure, as far as possible, that it will have sufficient liquidity to meet its liabilities when they fall due under both normal and stressed conditions.

Taronga continuously manages risk through monitoring future cash flows and maturities planning to ensure adequate holding of high quality liquid assets. During the current and prior years, there were no defaults or breaches in any loans payable. No assets have been pledged as collateral.

Liabilities are recognised for amounts due to be paid in the future for goods or services received, whether or not invoiced.

The following are the contractual maturities of financial liabilities, including estimated interest payments:

		Maturity Dates							
	Weighted Average Effective Int Rate %	Carrying Amount \$'000	Contractual Cash flows \$'000	< 6 mnths \$'000	6-12 mnths \$'000	>1yr \$'000	<2 yrs \$'000	2-5 yrs \$'000	>5 yrs \$'000
30-Jun-2025									
Non-derivative Financial liabilities									
Trade and Other Payables		13,697	(13,697)	(13,697)	-	-	-	-	-
Borrowings - Fixed Interest Rate	3.09%	50,461	(56,984)	(722)	(6,510)	(6,570)	(29,300)	(13,882)	
Lease Liabilities	2.38%	22	(23)	(23)	-	-	-	-	
	Weighted Average Effective Int Rate %	Carrying Amount \$'000	Contractual Cash flows \$'000	< 6 mnths \$'000	6-12 mnths \$'000	>1yr \$'000	<2 yrs \$'000	2-5 yrs \$'000	>5 yrs \$'000
30-Jun-2024									
Non-derivative Financial liabilities									
Trade and Other Payables		11,175	(11,175)	(11,175)	-	-	-	-	-
Borrowings - Fixed Interest Rate	3.00%	50,368	(57,663)	(3,431)	(689)	(7,167)	(25,126)	(21,250)	
Lease Liabilities	2.38%	42	(45)	(25)	(20)	-	-	-	

The Borrowings are shown as maturing in the future periods above, including interest payable thereon. The Board can recommend to either repay the loans on maturity or to extend these loans for a further period.



### c) Market Risk

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices.

Taronga has no exposure to foreign currency risk and does not enter into commodity contracts.

Taronga's financial instruments comprise trade receivables and payables which do not earn/incur interest and fixed interest treasury loans which are not subject to interest rate fluctuations.

Cash deposited at the bank earns interest at a variable rate. A sensitivity analysis of the impact of an interest rate rise or fall of 100 basis points is included below.

#### Interest Rate Risk

Interest rate risk arises through Taronga's Interest bearing financial liabilities.

As at the reporting date the interest rate profile of Taronga's interest bearing financial instruments was:

<b>Fixed Rate Instruments</b>	<b>2025</b>	<b>2024</b>
	<b>\$'000</b>	<b>\$'000</b>
Financial Liabilities - Borrowings	50,461	50,368
<b>Variable Rate Instruments</b>		
Financial Assets	12,337	8,778

Taronga manages its exposure to interest rate risk by financing borrowings through fixed rate borrowings.

### Summarised Sensitivity Analysis

The below sensitivity analysis shows Taronga's exposure to interest rate risk in the event of +/-1% change in the interest rates.

		Interest Rate Risk			
		-1%		+1%	
	Carrying Amount	Profit	Equity	Profit	Equity
2025	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Financial assets</b>					
Cash and cash equivalents	12,337	(123)	(123)	123	123
Receivables	5,520	-	-	-	-
Other Financial Assets	297,000	(2,970)	(2,970)	2,970	2,970
Other Non-current Assets	1,395	-	-	-	-
<b>Financial liabilities</b>					
Payables	30,452	-	-	-	-

		Interest Rate Risk			
		-1%		+1%	
	Carrying Amount	Profit	Equity	Profit	Equity
2024	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Financial assets</b>					
Cash and cash equivalents	8,778	(88)	(88)	88	88
Receivables	6,500	-	-	-	-
Other Financial Assets	297,000	(2,970)	(2,970)	2,970	2,970
Other Non-current Assets	1,011	-	-	-	-
<b>Financial liabilities</b>					
Payables	26,862	-	-	-	-

There have been no changes in any of the assumptions used in preparing the above sensitivity analysis from the prior year.

### Fair Value Measurement

#### Fair Value Compared to Carrying Amount

Financial instruments are generally recognised at amortised cost.

The amortised cost of financial instruments recognised in the statement of financial position approximates the fair value because of the short-term nature of many of the financial instruments.

	Carrying Value		Fair Value	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
<b>Financial Assets</b>				
Cash and Cash Equivalents	12,337	8,778	12,337	8,778
Receivables	5,520	6,500	5,520	6,500
Other Financial Assets	297,000	297,000	297,000	297,000
Other Non-Current Financial assets	1,395	1,011	1,395	1,011
	316,252	313,289	316,252	313,289
<b>Financial Liabilities</b>				
Payables	30,451	27,873	30,451	27,873
Borrowings	50,461	50,368	49,496	47,597
	80,912	78,241	79,947	75,470



## 19. Restricted Assets

Taronga received fundraising income into the Taronga Foundation and certain amounts from Government Grants, for specific projects or purposes. As required by the Australian Accounting Standards, amounts have been recognised in the Income Statement or Statement of Financial Position which are yet to be spent in the manner specified. Unexpended amounts totalling \$154,021,000 (\$174,740,000 in 2023/2024) have been included in Other Financial Assets as at 30 June 2025. The unexpended restricted funds are held separately from Taronga's unrestricted funds.

	<b>Unexpended Amount</b>	
	<b>2025</b>	<b>2024</b>
<b>Taronga Foundation and Capital Program</b>	<b>\$'000</b>	<b>\$'000</b>
Taronga Foundation Capital and Conservation Program Fundraising	62,526	67,376
Externally Funded Projects	10,370	12,096
Major Capital Projects Funded by NSW Government	81,125	95,268
<b>Total</b>	<b>154,021</b>	<b>174,740</b>

	<b>2025</b>	<b>2024</b>
<b>Reconciliation of Taronga Foundation</b>	<b>\$'000</b>	<b>\$'000</b>
Opening balance Taronga Foundation	67,376	55,771
Net Fundraising Surplus during the year	11,201	16,259
Distribution to Conservation and Capital programs	(16,051)	(4,654)
<b>Closing Balance</b>	<b>62,526</b>	<b>67,376</b>

## 20. Remuneration of Auditors

The Audit Office fees for auditing Taronga's financial statements were \$130,000 (\$126,000 in 2023/2024). The auditors received no other benefits.

## 21. Related Party Disclosures

Taronga's Key Management Personnel includes the Chief Executive, the Divisional Directors and Members of the Board as they are directly or indirectly authorised and responsible for planning, directing and controlling the activities of Taronga.

### (a) Chief Executive and Divisional Directors

Mr Cameron Kerr – Chief Executive  
 Mr Nicholas Boyle – Executive Director  
 Ms Narelle Beattie – Divisional Director  
 Ms Leila Davis – Divisional Director  
 Ms Rebecca Edwards – Acting Divisional Director (from 3 March 2025)  
 Mr Andrew Elphinstone – Acting Divisional Director  
 Mr Steven Hinks – Divisional Director  
 Mr Stuart Marshall - Divisional Director (to 28 February 2025)

	2025	2024
Key Management Personnel Compensation	\$'000	\$'000
Short-term employee benefits	1,838	1,802
Other long-term employee benefits	51	72
Total	1,889	1,874

The above compensation forms part of the personnel services provided by DCCEEW – refer note 6(a).

The Key Management Personnel compensation excludes The Minister for Climate Change, Energy, Environment and Heritage. Ministerial compensation is paid by the NSW Legislature and not by Taronga.

#### (b) Members of the Board

Ms Kristin Stubbins – Chair  
 Ms Laura Berry  
 Ms Jennifer Cowley (to 30 June 2025)  
 Mr Joseph David  
 Ms Catherine Harris  
 Mr Michael Herring  
 Mr Richard Kingsford  
 Ms Sarah Norgate  
 Mr Murray Wood  
 Mr Talal Yassine

Board remuneration (including superannuation) totalling \$159,834 (\$152,490 in 2023/2024) was paid. The rates of remuneration were fixed and approved by the NSW Premier's Department. During the year some members of Taronga's Board donated all or part of their honorarium to the Taronga Foundation. One Board member has elected to serve in a voluntary capacity and received no remuneration.

The Board honorarium remuneration brackets are displayed below together with the number of members in each bracket.

	2025	2024
\$0	1	2
\$10,000 - \$19,999	8	9
\$20,000 - \$29,999	1	-
Board Members	10	11

Other than the above there were no transactions with key management personnel, their close family members and controlled or jointly controlled entities thereof.



**(c) Government Related Entities**

During the year, Taronga entered into transactions with other entities that are controlled/jointly controlled/significantly influenced by NSW Government. This includes grants and other project funding from NSW Treasury and Department of Regional NSW (Note 3), NSW Department of Planning, Housing and Infrastructure and NSW Department of Environment, Climate Change and Water. Insurance arrangements obtained from NSW Self Insurance Corporation, financing arrangements with TCorp (Note 6c), funding from NSW Department of Communities and Justice for special indigenous programs, receiving personnel services arrangements (Note 6a) and providing conservation and animal welfare expertise for various programs through DCCEEW, delivering accredited courses to students funded by NSW Department of Education and receiving asset valuation services from Valuation NSW.

**22. Notes to the Cash Flow Statement****(a) Reconciliation of Cash and Cash Equivalents**

Cash at the end of the reporting period as shown in the statement of cash flows is reconciled to the related items in the statement of financial position as follows:

	2025	2024
	\$'000	\$'000
Cash at bank and on hand	12,337	8,778

**(b) Reconciliation of Net Result to Net Cash Provided from Operating Activities:**

	2025	2024
	\$'000	\$'000
Net Result	6,771	11,169
Depreciation and Amortisation	42,011	36,257
Non Cash Contribution (Capital)	(110)	-
(Gain)/Loss on Sale of Assets	(12)	(7)
Amounts capitalised in prior years transferred to profit and loss	318	4,191
<b>Change in Assets and Liabilities:</b>		
(Increase)/Decrease in GST Receivable	(563)	438
(Increase)/Decrease in Accounts Receivable	950	(324)
(Increase)/Decrease in Inventories	(193)	(189)
Increase/(Decrease) in Creditors and Accruals	(55)	1,036
(Increase)/Decrease in Prepayments	998	(1,116)
Increase/(Decrease) in Contract Liabilities	(13,272)	5,434
Increase/(Decrease) in Employee Entitlements	1,250	(2,518)
Increase/(Decrease) in Unfunded Superannuation	(1,578)	(426)
Movement in Unamortised (Premium)/Discount on Loans	93	(83)
<b>Net Cash Provided From Operating Activities</b>	<b>36,608</b>	<b>53,862</b>

Taronga has not entered into any non-cash financing or investing activities.

## 23. Commitments for Expenditure

### Capital Expenditure Commitments

Aggregate capital expenditure for the acquisition of property, plant and equipment contracted at balance date and not provided for:

	2025 \$'000	2024 \$'000
Not later than one year	68,427	9,306
Later than one year and not later than five years	43,731	2,360
Total including GST	112,158	11,666

GST Input Tax Credit Claimable on Commitments amounts to \$10,196,203 (\$1,060,513 in 2023/2024).

## 24. Contingent Assets and Liabilities

Taronga is not aware of any contingent assets or liabilities at 30 June 2025 (nil in 2023/2024).

## 25. Subsequent Events

There were no subsequent events occurring after balance date that have materially affected or may materially affect the results reported.

### End of Audited Financial Statements



# APPENDICES

## Contents

### Overview

<b>Appendix 1</b>	Functions of the Taronga Conservation Society Australia	124
-------------------	---	-----

### Operations and Performance

<b>Appendix 2</b>	Research Projects and Conservation Programs	124
-------------------	---	-----

<b>Appendix 3</b>	Publications	132
-------------------	--------------	-----

<b>Appendix 4</b>	Funds Granted to Non-government Community Organisations	135
-------------------	---	-----

### Management and Accountability

<b>Appendix 5</b>	Privacy Management	135
-------------------	--------------------	-----

<b>Appendix 6</b>	Consultants' Fees Incurred in 2024/25	135
-------------------	---------------------------------------	-----

<b>Appendix 7</b>	Government Information (Public Access) Act 2009	136
-------------------	---	-----

<b>Appendix 8</b>	Human Resources	139
-------------------	-----------------	-----

<b>Appendix 9</b>	Internal Audit and Risk Management Attestation Statement for the 2024/25 Financial Year	139
-------------------	---	-----

<b>Appendix 10</b>	Senior Executives and Staff	140
--------------------	-----------------------------	-----

<b>Appendix 11</b>	Overseas Travel	140
--------------------	-----------------	-----

<b>Appendix 12</b>	Risk Management and Insurance Report	141
--------------------	--------------------------------------	-----

### Sustainability

<b>Appendix 13</b>	Modern Slavery Act 2018	142
--------------------	-------------------------	-----

<b>Appendix 14</b>	Work Health and Safety	143
--------------------	------------------------	-----

<b>Appendix 15</b>	Workforce Diversity	143
--------------------	---------------------	-----

### Financial Performance

<b>Appendix 16</b>	Investment and Liability Performance	144
--------------------	--------------------------------------	-----

<b>Appendix 17</b>	Infrastructure Program	144
--------------------	------------------------	-----

---

A PEREGRINE FALCON FOUND UNABLE TO FLY  
IN DUBBO'S CITY CENTRE, AND WAS TREATED  
AT THE TARONGA WILDLIFE HOSPITAL DUBBO

PHOTO BY RICK STEVENS









## Appendix 1

### Functions of the Taronga Conservation Society Australia

The main functions of the Board of the Taronga Conservation Society Australia are specified in Section 15 of the Zoological Parks Board Act 1973, which provides as follows:

- (1) The Board may establish, maintain and control zoological parks (Taronga) for the following purposes:
  - a) carrying out research and breeding programs for the preservation of endangered species;
  - b) carrying out research programs for the conservation and management of other species;
  - c) conducting public education and awareness programs about species conservation and management; and
  - d) displaying animals for educational, cultural and recreational purposes.
- (2) The Board may also maintain and control:
  - a) the zoological park established before the commencement of the Act on the land described in Schedules 3 and 4 under the name 'Taronga Zoological Park'; and
  - b) other zoological parks on land or premises vested in or held by the Board, whether or not those parks were established by the Board, for the purposes referred to in this section.
- (3) The Board:
  - a) may cooperate with, and provide funds and other assistance to, such scientific and other institutions, governments and other bodies and individuals as the Board may determine in connection with species conservation and management and for other scientific and zoological purposes; and
- b) may investigate and carry out research into:
  - (i) the design of, and equipment and procedures in zoological parks; and
  - (ii) the care and well-being of animals kept in zoological parks, whether or not those zoological parks are maintained and controlled by the Board; and
- c) may provide educational services for the public (whether in the nature of lectures, broadcasts, films, publications or otherwise) about species conservation and management, zoological parks and the biology of animals and;
- d) may provide and charge for such services in connection with zoological parks maintained and controlled by the Board as the Board may determine; and
- e) may make recommendations or reports to the Minister with respect to matters connected with the Board's power, authorities, duties, functions or the administration of this Act.
- (4) The Minister may request the Board to make recommendations or reports to the Minister with respect to matters connected with the Board's powers, authorities, duties and functions or the administration of this Act and the Board is to comply with any such request.
- (5) The Board may exercise and perform such other powers, authorities, duties and functions as may be conferred or imposed on the Board or under this or any other Act.

## Appendix 2

### Research Projects and Conservation Programs

AEC no. if Applicable	Project Title	Researchers	Partner Institution	Source of External Funds
4a/10/19	Southern Corroboree Frog Captive Breeding and Re- introduction	<b>Mr M McFadden</b> <b>Dr D Hunter</b>	NSW DCCEEW	
101025/05 (NSW DCCEEW)	Experimental re- introduction of Northern Corroboree Frogs to the Brindabella National Park, NSW	<b>Mr M McFadden</b> <b>Dr D Hunter</b>	NSW DCCEEW	
	Proventriculopathy in Little Penguins at Taronga Zoo	<b>Dr G. Tobias</b> <b>Dr L Tong</b> <b>Dr K Vinette Herrin</b> <b>Dr L Vogelnest</b> <b>Dr F Hulst</b>	Internal	
	Haematologic and biochemical parameters of the critically endangered Regent Honeyeater (Anthochaera phrygia)	<b>Mr P Thompson</b> <b>Dr F Hulst</b> <b>Dr K Vinette Herrin</b> <b>Dr G Tobias</b>	Internal	

<b>AEC no. if Applicable</b>	<b>Project Title</b>	<b>Researchers</b>	<b>Partner Institution</b>	<b>Source of External Funds</b>
	Wild shark migration, movements and social networks	<b>Dr J Day</b> <b>Prof C Brown</b> <b>Dr N Knott</b> <b>Dr T Guttridge</b> <b>Prof C Grueber</b>	Macquarie University NSW DPI Fisheries Sonotronics Bimini Biological Field Station	Australian Research Council SeaWorld Research & Rescue Foundation Macquarie University
140203/01 (NSW DCCEEW)	Experimental re-introduction of Southern Corroboree Frogs to the field enclosures	<b>Mr M McFadden</b> <b>Dr D Hunter</b>	NSW DCCEEW	
4349086/2/1 (UNSW) 20/166b (UNSW)	Conservation of Lions and other large carnivores in Botswana	<b>Dr N Jordan</b> <b>Dr J McNutt</b> <b>Dr K Golabek</b> <b>C Radford</b> <b>Prof T Rogers</b> <b>L Ransome</b> <b>Prof D Jones</b> <b>R Appleby</b> <b>Dr A King</b> <b>Dr K Rafiq</b> <b>Dr B Abrahms</b>	University of NSW Botswana Predator Conservation Trust WildSpy Griffith University Swansea University Liverpool John Moores University University Of Washington	Columbus Zoo University of NSW Griffith University Philanthropic donors (to BPCT) Crowdfunding Natural Selection Conservation Fund
	Georges Turtle (Bellinger River Snapping Turtle) Virus: Finding the source	<b>Dr P Kirkland</b> <b>Dr K Rose</b> <b>Ms J Hall</b> <b>Dr Kate Parrish</b> <b>Dr Ellen Ariel</b>	NSW NPWS NSW Department of Primary Industries NSW Health Local Lands Services	
	Multimodal communication in marine mammals (Sea Lions on the Edge)	<b>Dr B Pitcher</b> <b>Prof R Harcourt</b> <b>Dr A Charriton</b> <b>Dr I Charrier</b>	Macquarie University CNRS France	CNRS France Macquarie University ASL Foundation
3a/12/23	Sanctuary flora & fauna surveys	<b>Dr N Jordan</b> <b>Ms K Cornelsen</b> <b>Mr A Elphinstone</b> <b>Dr T Gale</b> <b>Prof R Kingsford</b> <b>Ms B Phu</b> <b>Dr Cameron Negus</b> <b>Dr Lauren Cole</b> <b>Dr Mariel Fulham</b>	University of NSW	
4d/06/22 3c/02/25	Assessing social networks and fitness in the critically endangered, captive bred for release, Regent Honeyeater	<b>Dr J Tripovich</b> <b>Dr B Pitcher</b> <b>Dr A Burns</b> <b>Mr A Elphinstone</b> <b>Dr R Crates</b> <b>Mr D Ingwersen</b>	Australian National University Birdlife Australia	Winifed Violet Scott Charitable Trust
3b/08/23	Behavioural ecology of the critically endangered Plains-wanderer	<b>Dr B Pitcher</b> <b>Dr M Van Sluys</b> <b>Mr M McFadden</b>	DCCEEW Zoos Victoria	DCCEEW
3a/06/23	Bilby survival and movement ecology	<b>Mr A Elphinstone</b> <b>Dr N Jordan</b> <b>Prof R Kingsford</b> <b>Ms K Cornelsen</b> <b>Ms R Schildkraut</b>	University of NSW	Department of Education



AEC no. if Applicable	Project Title	Researchers	Partner Institution	Source of External Funds
	Developing the next generation of animal telemetry tools	<b>Dr D Slip</b> <b>Prof R Harcourt</b> <b>Dr I Jonsen</b>	Macquarie University Sydney Institute of Marine Science (Animal Tracking Facility) Bird Studies Canada and Arcadia University (MOTUS) Dalhousie University (on behalf of the Ocean Tracking Network) Vemco US Office of Naval Research	Macquarie University MOTUS SIMS Vemco ONR/ATN
	Trophic interactions between key marine apex predators off the Uruguayan coast	<b>Dr D Slip</b> <b>Prof R Harcourt</b> <b>Dr V Raoult</b>	Macquarie University University of Newcastle Dirección Nacional de Recursos Acuáticos - National Direction of Aquatic Resources (DINARA)	PADI foundation
4349086/2/1 (UNSW)  20/166b (UNSW)	African Wild Dog communication and cognition	<b>Dr N Jordan</b> <b>Dr J McNutt</b> <b>Dr K Golabek</b> <b>L Ransome</b> <b>B Alting</b> <b>W Hansen</b> <b>M Claase</b>	Botswana Predator Conservation University of NSW Griffith University University of California Santa Cruz University of Stellenbosch	Department of Education National Geographic Winnifred Violet Scott University of Stellenbosch
5a/08/19	Pharmacokinetics of NSAIDs in Black Rhinoceros	<b>Dr B Bryant</b> <b>Dr M Govendir</b>	University of Sydney	International Rhino Foundation
3c/12/19	Genetic management of the Regent Honeyeater breeding program	<b>Dr J Day</b> <b>Dr V Sluys</b> <b>Dr B Pitcher</b> <b>Dr R Crates</b> <b>Dr C Hogg</b> <b>Dr E McLennan</b>	Australian National University University of Sydney	Bioplatforms Australia
	Effect of Taronga herbivore diet on feed intake, faecal consistency, and behaviour in various ungulate species.	<b>Ms M Shaw</b>	University of Sydney	
3c/10/18	Uluru-Kata Tjuta NP Mala Census	<b>Dr K Rose</b>	Parks Australia	Parks Australia
A-2022-201 (University of Newcastle) A-2019-935 (University of Newcastle)	Koala surveys and movement ecology	<b>Dr N Jordan</b> <b>Dr J O'Brien</b> <b>Dr R Witt</b> <b>S Ryan</b> <b>C Rigolot</b> <b>A Elphinstone</b> <b>R Schildkraut</b>	University of Newcastle University of NSW	WWF-Australia Australian Academy of Science Mid North Coast Joint Organisation Royal Zoological Society of NSW WIRES

<b>AEC no. if Applicable</b>	<b>Project Title</b>	<b>Researchers</b>	<b>Partner Institution</b>	<b>Source of External Funds</b>
19/119B 22/102A 22/111A	Myall Lakes Dingo/Dapin project	<b>Dr N Jordan</b> <b>Dr B Pitcher</b> <b>Dr M Campbell</b> <b>B Alting</b> <b>P Wood</b> <b>Dr K Moon</b> <b>Alexander Dibnah</b> <b>Amelia Jeffery</b> <b>Emily Henderson</b> <b>Jessica Cheung</b> <b>Shay Hirani</b> <b>Mystica Rajan</b>	University of NSW (Sydney) NNSW NPWS Mid Coast Council (MCC) TIDE University of NSW (Canberra) USyd	Hermion Slade Foundation FRGP UNSW Australian Post-graduate Award ResTech AWS Cloud credit grant NSW NPWS Mid Coast Council Oatley Flora and Fauna Society CES Australian Wildlife Society Award CES Postgraduate scholarship Holsworth Wildlife Research Endowment MEMS Paddy Palin, RZS award UNSW Seed Fund Byron Shire Council Australia and Pacific Science Foundation Wildlife Acoustics Grant CES Australian Wildlife Society
	Australian Shark Incident Database	<b>Dr P Meagher</b> <b>Dr D Slip</b> <b>Dr C Huevenueers</b> <b>Dr C Bradshaw</b> <b>Dr M Theile</b> <b>Dr V Peddemors</b>	Flinders University Department of Primary Industries Fisheries	
	Improving the effectiveness of electronic deterrents to prevent shark bites	<b>Dr D Slip</b> <b>A/Prof N Hart</b> <b>A/Prof C Huveneers</b> <b>Dr L Ryan</b> <b>Dr J Everett</b> <b>Dr V Peddemors</b>	Macquarie University Flinders University Le Centre Sécurité Requin (Shark Security Centre), Iles Reunion Oceans Research South Africa University of Miami Sea World, Queensland	Australian Research Council SeaWorld Research & Rescue Foundation
Opportunistic samples & OHDZA AEC	Sustainable Rhino Populations: Investigation of infertility in a Black Rhinoceros	<b>Dr B Bryant</b> <b>Dr J O'Brien</b> <b>Dr M Stoops</b>	Omaha's Henry Doorly Zoo and Aquarium	Institute of Museum and Library Services
4b/10/24	The effects of the urban environment on the faecal virome and microbiome of small mammals in Australia	<b>Dr K Rose</b> <b>Dr E Holmes</b> <b>Dr E Harvey</b> <b>S Ortiz</b>	University of Sydney	
4b/10/21	Understanding the impact of disease and pollution on New Zealand Fur Seals ( <i>Arctocephalus forsteri</i> )	<b>Ms J Hall</b> <b>Dr B Pitcher</b>	NSW Department of Planning, Industry and Environment (DPIE), National Measurement Institute, Griffith University, NSW SPWS	NSW DPIE Science Division NSW NPWS
	Assessing the sustainability of zoo diets	<b>Ms M Shaw</b> <b>Mr J Shaw</b>	Internal	



<b>AEC no. if Applicable</b>	<b>Project Title</b>	<b>Researchers</b>	<b>Partner Institution</b>	<b>Source of External Funds</b>
Opportunistic samples & OHDZA AEC	Expanding access and building capacity for African and Asian rhino reproductive care within North American AZA/WAZA facilities: a Rhino Assisted Reproduction Enterprise (RARE)	<b>Dr J O'Brien</b> <b>Dr R Hobbs</b> <b>Dr B Bryant</b> <b>Dr M Stoops</b>	Omaha's Henry Doorly Zoo and Aquarium	Institute of Museums and Library Services
	Great Barrier Reef Recovery Initiative	<b>Dr J Daly</b> <b>Dr R Hobbs</b> <b>Dr J O'Brien</b> <b>Dr M Hagedorn</b> <b>Dr L Bay</b> <b>Dr M van Oppen</b> <b>Dr T Ainsworth</b>	Australian Institute of Marine Science Smithsonian Institution University of NSW Great Barrier Reef Foundation	Great Barrier Reef Foundation Coral Research and Development Accelerator Platform
3c/12/23	Platypus emergency response and resilience framework	<b>Dr J O'Brien</b> <b>Dr P Meagher</b> <b>A Elphinstone</b> <b>Prof. R Kingsford</b> <b>Dr G Bino</b> <b>Dr T Hawke</b> <b>Dr N Jordan</b> <b>Dr B Pitcher</b> <b>Dr J Day</b>	University of NSW San Diego Zoo Wildlife Alliance (since 2023) (formerly Healesville Sanctuary Tidbinbilla Reserve, ACT Government; completed 2022)	UNSW Near Miss Award San Diego Zoo Wildlife Alliance
4b/08/20	Securing genetic diversity of threatened frogs through strategic biobanking.	<b>Dr R Hobbs</b> <b>Dr J O'Brien</b> <b>Mr M McFadden</b> <b>Dr M Magrath</b> <b>Mr D Gilbert</b> <b>Dr A Silla</b> <b>A/Prof P Byrne</b> <b>Mr D Hunter</b> <b>Dr J Daly</b>	University of Wollongong, Zoos Victoria, NSW DCCEEW	ZAA Wildlife Conservation Fund - Bushfire Crisis Funds
A21008 (CDU)	Collaborative science for monitoring of Northern Territory marine megafauna	<b>Prof S Banks</b> <b>Dr C Palmer</b> <b>Dr J Day</b> <b>A/Prof C Salgado Kent</b> <b>Dr A Grech</b> <b>Prof R Harcourt</b> <b>Dr V Udyawer</b> <b>Mr B Smith</b> <b>Ms Y Sutherland</b> <b>Mr F Moyle</b> <b>Mr D McAdam</b> <b>Mr J Smith</b>	Charles Darwin University Macquarie University Edith Cowan University James Cook University Australian Institute of Marine Science Larrakia Nation Aboriginal Corporation Mathakal Homelands and Resource Centre Aboriginal Corporation Parks Australia Parks & Wildlife Commission of the Northern Territory Sea Darwin	Australian Research Council Charles Darwin University Parks Australia
	Persistent pollutants and Green Turtle health	<b>Ms J Hall</b>	NSW DCCEEW NSW NPWS	Department of Planning, Industry and Environment Science Division
	Investigating the Health and Disease of Platypuses in New South Wales, Australia	<b>Dr J Whinfield</b> <b>Dr L Vogelnest</b> <b>Dr R Vaughan-Higgins</b> <b>Prof K Warren</b>	Murdoch University	WIRES Murdoch University

<b>AEC no. if Applicable</b>	<b>Project Title</b>	<b>Researchers</b>	<b>Partner Institution</b>	<b>Source of External Funds</b>
3a/02/21	Nutritional requirements of growing Southern hairy-nosed Wombats	<b>Ms M Shaw</b> <b>Dr G Tobias</b> <b>Dr. L Vogelnest</b> <b>Dr F Hulst</b> <b>Dr K Vinette-Herrin</b> <b>Dr J Whinfield</b>	University of New England	
4a/10/22	Flora and Fauna Surveys - Uluru-Kata Tjuta National Park	<b>Dr K Rose</b> <b>Ms T Guest</b>	Parks Australia	
3a/08/23	Retrospective and prospective analyses for emerging arboviruses of public health relevance in New South Wales wildlife	<b>Dr K Rose</b> <b>Dr H Fenton</b> <b>Ms J Hall</b> <b>Ms N Dobson</b>	NSW Health NSW Department of Primary Industries Taronga Wildlife Hospital Taronga Western Plains Zoo Wildlife Hospital University of Wollongong University of NSW CSIRO	NSW Health Systems Support Group
3d/12/22 3e/12/22	Small Mammal Translocations 2.0, Booderee National Park	<b>Dr K Rose</b> <b>Ms J Hall</b> <b>Dr H Fenton</b> <b>Mr N Dexter</b>	Parks Australia	
	The chemical exposome of Myall Lake Dingoes: exploring exposure to rodenticides, pesticides and PFAS	<b>Ms J Hall</b> <b>Dr B Pitcher</b> <b>Dr N Jordan</b>	NSW Department of Planning and Environment - Science, Economics and Insights Division	NSW Department of Planning and Environment - Science, Economics and Insights Division
	Welfare on Display	<b>Dr B Pitcher</b> <b>Mr J Cincotta</b> <b>Dr S Nakagawa</b> <b>Dr A Sowyma</b>	University of NSW	
	Fur seals in Sydney Harbour	<b>Dr B Pitcher</b> <b>Prof R Harcourt</b> <b>Ms V Morris</b> <b>Dr V Pirotta</b>	Macquarie University	NSW DPE
2014_057 (MQ)	Seabirds to Seascapes	<b>Dr B Pitcher</b> <b>Dr J Day</b> <b>Dr D Slip</b> <b>Dr D March</b> <b>Mr N Carlile</b>	NSW DCCEEW UNSW Macquarie University Newcastle University SIMS	NSW Environmental Trust
3a/04/23	Investigation into the pharmacokinetic profile or oral firocoxib as an analgesic for Koalas	<b>Dr M Govendir</b> <b>Dr L Vogelnest</b> <b>Mr P Thompson</b> <b>Ms N Miller</b> <b>Dr K Vinette Herrin</b> <b>Dr F Hulst</b> <b>Dr G Tobias</b>	University of Sydney	
2014_057 (MQ) 4b/12/24	Movements and habitat use of marine turtles in NSW	<b>Dr J Day</b> <b>Dr P Meagher</b> <b>Dr K Vinette Herrin</b> <b>Dr D March</b> <b>Prof R Harcourt</b> <b>Ms I Lerpiniere</b>	NSW DCCEEW Sydney Institute of Marine Sciences	Sapphire Foundation NSW DCCEEW
	Threatened Species Conservation Breeding Platform	<b>Dr J Tripovich</b> <b>Mr J Cincotta</b> <b>Dr B Pitcher</b> <b>Ms C Ford</b> <b>Mr A Elphinstone</b>	University of New South Wales	



AEC no. if Applicable	Project Title	Researchers	Partner Institution	Source of External Funds
	Urban Rewilding: Ecologically and Community-informed Futures	<b>Dr T Newsome</b> <b>Dr J Martin</b> <b>Dr B Pitcher</b> <b>Dr C Grueber</b> <b>Dr A Carthey</b> <b>Prof P McManus</b> <b>Prof P Banks</b>	University of Sydney Macquarie University	Australian Research Council
3c/12/22	Determining optimal provision of UVB for Northern Corroboree Frogs	<b>Mr M McFadden</b> <b>Dr P Byrne</b> <b>Dr A Silla</b>	NSW DCCEEW University of Wollongong	
3b/12/22	Experimental re- introduction of Booroolong Frogs to the Northern Tablelands, NSW	<b>Mr M McFadden</b> <b>Dr D Hunter</b> <b>Mr D Coote</b> <b>Dr M Van Sluys</b>	NSW DCCEEW	NSW DCCEEW
	Assessing a daily diet supplement for Koalas (aka Assessing supplemental feeding for Koalas)	<b>Ms M Shaw</b> <b>Ms K Stretton</b> <b>Dr V Mella</b> <b>Dr M Campbell</b> <b>Dr C Herbert</b>	University of Sydney	LaFeber Emerald
	Establishment of primary fibroblast cell cultures and the first genome from the long-beaked echidna for molecular research and generation of induced pluripotent stem cells	<b>Prof F Grutzner</b> <b>Ms M Shaw</b>	University of Adelaide University of NSW	
	Taking one health to the oceans: Investigating unsolved cetacean mortality events	<b>Dr K Rose</b> <b>Dr H Fenton</b> <b>Ms J Hall</b> <b>Ms N Dobson</b>	Internal	Wildlife Health Australia
	Crayweed conservation biobanking	<b>Dr J Daly</b> <b>Dr J O'Brien</b> <b>Prof A Verges</b> <b>Prof. E Marzinelli</b> <b>Dr G Wood</b> <b>Ms C Musrri</b> <b>Fuenzalida</b> <b>Dr M Coleman</b>	University of New South Wales University of Sydney University of Western Australia Flinders University NSW DCCEEW Gamay Rangers	PhD seed funding
	Disrupting illegal wildlife trade through forensic science - Testing XRF technology to determine provenance of wildlife	<b>Dr P Meagher</b> <b>Dr K Brandis</b> <b>Dr D Mazumder</b> <b>Dr J O'Brien</b> <b>Mr J Cincotta</b>	University of NSW ANSTO University of Technology Sydney (2016 - 2023) TRAFFIC (2016 - 2020)	Australian Geographic For Animals Foundation Taronga Foundation
	Vitamin D metabolism in wild and captive Southern Hairy Nosed Wombats	<b>Ms M Shaw</b> <b>Dr G Tobias</b> <b>Dr Geert Jansens</b>	University of Ghent	
3b/06/25	Christmas Island Reptile Health, Salmonella sp. surveillance	<b>Ms J Hall</b> <b>Dr K Rose</b>		Director of National Parks
	Toxoplasma gondii in dolphins	<b>Dr H Fenton</b> <b>Ms J Hall</b> <b>Dr K Rose</b> <b>Dr J Slapeta</b> <b>Ms Yi-Jou (Ariel)</b> <b>Chen</b>	University of Sydney	

<b>AEC no. if Applicable</b>	<b>Project Title</b>	<b>Researchers</b>	<b>Partner Institution</b>	<b>Source of External Funds</b>
3b/12/23	Translocation of Eastern Quoll to a predator proof enclosure within Booderee National Park	<b>Dr K Rose</b> <b>Ms J Hall</b> <b>Mr N Dexter</b> <b>Mr R Brewster</b>	Director of National Parks Booderee National Park World Wildlife Fund	
3a/02/22	Cowarra Wild Koala Breeding Program	<b>Dr K Farquharson</b> <b>Ms R Schildkraut</b> <b>Mr A Elphinstone</b> <b>Dr J O'Brien</b> <b>Mr Ryan Witt</b> <b>Mr S Castle</b> <b>Dr M Lott</b> <b>Dr D Higgins</b>	Koala Conservation Australia University of Sydney Australian Museum University of Newcastle	NSW DCCEEW Koala Conservation Australia
	Koala Sentinel Program: assessing key drivers of Koala population dynamics in NSW	<b>Dr Tim Jessop</b> <b>Dr Larry Vogelneust</b> <b>Prof Mark Krockenbeger</b> <b>Prof Caroyln Hogg</b> <b>A/Prof Ben Moore</b> <b>Dr Kara Youngentob</b> <b>Dr Karen Marsh</b>	NSW DCCEEW NSW DPIRD University of Sydney Western Sydney University Australian National University NSW NPWS CSIRO Science for Wildlife	
	Coral Research and Development Accelerator Platform (CORDAP)	<b>Dr J Daly</b> <b>Dr J O'Brien</b> <b>Ms A Whitelock</b> <b>Mr J Cincotta</b> <b>Dr M Hagedorn</b> <b>Dr A Banaszak</b> <b>Dr K Marhaver</b> <b>Ms Keri O'Neill</b>	CORDAP Smithsonian Institution University of New South Wales Universidad Nacional Autónoma de México Florida Aquarium CARMABI	Smithsonian Institution
iRECS8694	Developing a strategic adaptive management approach for Ngugum/ dingoes - an ecological and cultural keystone species	<b>Dr N Jordan</b> <b>Dr B Pitcher</b> <b>A/Prof Hedley Grantham</b> <b>A/Prof Rene Woods</b> <b>Claudia Caliar</b> <b>Liz Caddick</b> <b>Robert Appo</b>	University of New South Wales Byron Shire Council Jali Alliance Jagun Alliance Tweed-Byron LALC Minyumai IPA Wijabul-Wiabul LALC	UNSW Science Faculty SEED grant
4d/06/22	Predator surveillance and non-lethal management system to protect threatened birds	<b>Dr J Tripovich</b> <b>Dr B Pitcher</b> <b>Dr N Jordan</b>	UNSW DCCEEW DPI	Winifred Violet Scott Charitable Trust Grant Wettenhall Environment Trust
R23L364 R25D371 3c/06/24	Non-invasive tools for obtaining community and population level information of mammals	<b>Dr B Pitcher</b> <b>Dr A Chariton</b>	Macquarie University	
3b/06/24	Investigating Plains-wanderer camouflage and visual systems to understand predation risk	<b>Dr B Pitcher</b> <b>Dr L Tosetto</b> <b>Dr L Ryan</b> <b>Prof N Hart</b>	Macquarie University	



AEC no. if Applicable	Project Title	Researchers	Partner Institution	Source of External Funds
S-2020-092 Uni Adelaide ZoosSA AEC 11/02/2021 3a/08/21	Short-beaked Echidna nutrition: glucose monitoring, body condition scoring, gastric emptying, microbiome, volatile fatty acid analysis, and milk analysis	<b>Ms M Shaw</b> <b>Dr B Pitcher</b> <b>Dr G Tobias</b> <b>Mr B Finlayson</b> <b>Ms A Jarman</b> <b>Ms R Russell-Cook</b> <b>Dr S Hatzinikolas</b> <b>Dr C-H Malbert</b> <b>Dr M Horowitz</b> <b>Dr T Perry</b> <b>Dr AV Chaves</b> <b>Prof F Grutzner</b> <b>Prof K Jones</b>	University of Adelaide Adelaide Zoo Western Sydney University, Cleland Wildlife Park University of Western Sydney	
	Gastrophysiology in the short-beaked echidna	<b>Ms M Shaw</b> <b>Dr L Tong</b> <b>Dr P Meagher</b> <b>Dr G Tobias</b> <b>Dr K Vinette Herrin</b> <b>Dr F Hulst</b> <b>Dr L Vogelnest</b> <b>Dr M Power</b> <b>Dr Raphael</b> <b>Eisenhofer</b>	Macquarie University Australian Geographic	
	Investigating metabolic control in Australia's iconic Platypus and Echidna for application in biotechnology, conservation and captive management.	<b>Dr F Grutzner</b> <b>Ms M Shaw</b> <b>Dr L Tong</b> <b>Dr G Tobias</b> <b>Dr B Forbes</b> <b>Dr P Sexton</b> <b>Dr C Deacon</b> <b>Dr W Warren</b>	University of Adelaide, Flinders University, Monash University, Washington University	
R22B335	Investigating the Health and Disease of Platypuses in New South Wales, Australia	<b>Dr J Whinfield</b> <b>Dr L Vogelnest</b> <b>Dr R Vaughan-</b> <b>Higgins</b> <b>Prof K Warren</b>	Murdoch University	WIRES

Appendix 3

Publications 2024-25

Book Chapters

Fox, D., Pitcher, B.J. Tripovich, J.S. (2025) Seals. In: Australian Mammals: Biology and Captive Management, Second Editions. Jackson S (Ed) CSIRO Publishing.

Peer-Reviewed Literature

Abrahms, B., Rafiq, K., Nisi, A. C., Jordan, N. R., Wilson, A. M., Loveridge, A. J., Kotze, R., Sousa, L. L., McNutt, W. (2025) Intraguild competition mediates human avoidance in an endangered African large carnivore. *Proceedings of the Royal Society B*, 292, 20242835.

Adcock, K. G., Weyna, A. A. W., Yabsley, M. J., Bäck, R. E., Buck Garrett, K., Niedringhaus, K. D., Kunkel, M. R., Fenton, H. M. A., Keel, M. K., Bahnson, C. S., Elsmo, E., Nemeth, N. M. (2025) Trichomonad Disease in Wild Turkeys (*Meleagris gallopavo*): Pathology and Molecular Characterization of *Histomonas*, *Tetratrichomonas*, *Tritrichomonas*, and *Simplicimonas* spp., *Journal of Wildlife Disease*, 61(1), pp. 131-147.

Alonso, F. H., Fenton, H., Muller, A., Freeman, M. A., Becker, A. A. M. J., Rolph, K., Abramo, N., Rawlins, G., Kitson, L., Kessel, E., Thrall, M. A. (2024) Case report: Disseminated *Cladophialophora bantiana* paheohyphomycosis in a dog with hepatic dysfunction, and concurrent ehrlichiosis, *Frontiers in Veterinary Science*, 11(1451299).

Anastas, Z. M., Silla, A. J., Byrne, P. G., Hobbs, R. J., McFadden, M. S., Daly, J., O'Brien, J. K. (2025) Effect of Bovine Serum Albumin (BSA) Concentration on Cryopreservation of Booroolong Frog Sperm with Evaluation of Post-Thaw Motility in Caffeine. *Veterinary Sciences*, 12(1), p. 30.

Arbon, J. J., Boogert, N. J., Jordan, N. R., Thornton, A. (2025) The flexibility of social learning and its conservation implications in mammals and beyond, *Philosophical Transactions B*, 380 (1925), 20240136.

Berry, A., Phalen, D., Rose, K., Hall, J., Gimeno, M. (2025) Pulmonary lesions associated with the presence of adiaspores apparently produced by a novel *Emmonsii* genotype in wombats, *Veterinary Pathology*, pp. 1-8.

- Bino, G., Hawke, T. (2025) Field Anaesthesia for Platypuses: a proven method and the case for non-veterinarian accreditation pathways. *Australian Mammalogy*, 47(1).
- Branch, T. A., Monnahan, C. C., Leroy, E. C., Shabangu, F. W., Širović, A., Cerchio, S., Al Harthi, S., Allison, C., Cabrera, N. B., Barlow, D. R., Calderan, S. V., Double, M. C., Dréo, R., Gavrilo, A. N., Gedamke, J., Hodge, K. B., Jenner, K. C. S., Jenner, M. N. M., Kiszka, J. J., Letsheleha, I. S., McCauley, R. D., Miksis-Olds, J. L., Miller, B. S., Panicker, D., Pierpoint, C., Rand, Z. R., Reeve, K., Rogers, T., Royer, J. Y., Samaran, F., Stafford, K. M., Thomisch, K., Torres, L. G., Torterotot, M., Tripovich, J. S., Warren, V. E., Willson, A., Willson, M. S. (2025) Separating Historical Catches Among Pygmy Blue Whale Populations Using Recent Song Detections, *Marine Mammal Science*, 41, e70003.
- Brandis, K. J., Zawada, K., Meagher, P., Ramp, D., Francis, R. (2025) Development of tiliqua species provenance models for use in combating the illegal wildlife trade, *Frontiers in Ecology and Evolution*, 13, 1526584.
- Bruce, T., Amir, Z., Allen, B. L., Alting, B. F., Amos, M., Augusteyn, J., ... Jordan, N. R., ... Pitcher, B. J., ... Streeter, L. M. (2025) Large scale and long term wildlife research and monitoring using camera traps: a continental synthesis, *Biological Reviews*, 100, pp. 530-555.
- Bryant, B., Campbell-Ward, M., Kimble, B., Govendir, M. (2024) Pharmacokinetic profiles of oral phenylbutazone, meloxicam, and firocoxib in southern black rhinoceros (*Diceros bicornis minor*), *Journal of Zoo and Wildlife Medicine*, 55(3), pp. 547-554.
- Bryant, B., Stoops, M. A., Conaghan, J., Williams, J., Campbell-Ward, M., Wallace, A., Hobbs, R. J., Spiteri, L., Smith, S., O'Brien, J.K. (2025) Investigation and Treatment of Infertility in a Female Black Rhinoceros (*Diceros bicornis*), *Zoo Biology*, 44, pp. 202-208.
- Buhler, K. J., Blake, J., Fenton, H., Solomon, I. H., Jenkins, E. (2024) Experimental Infection of Reindeer with Jamestown Canyon Virus, *Emerging Infectious Diseases*, 30(12), pp. 2664-2668.
- Buhler, K., Schwantje, H., Harms, N. J., Fenton, H., Fernandez Aguilar, X., Kutz, S., Leclerc, L-M., Blake, J., Jenkins, E. (2024) Caribou and climate sensitive diseases: widespread exposure of Rangifer to Francisella tularensis in North America, *Polar Research*, 43, p. 9288.
- Canuti, M., King, A. V. L., Franzo, G., Cluff, H. D., Larsen, L. E., Fenton, H., Dufour, S. C., Lang, A. S. (2024) Diverse fox circovirus (Circovirus canine) variants at high prevalence in Grey Wolves (*Canis lupus*) from the Northwest Territories, Canada, *Peer Community Journal*, 4(e73).
- Chen, Y. J., Fenton, H., Hall, J., Rose, K., Peddemors, V. M., Šlapeta, J. (2025) Dolphins share *Toxoplasma gondii* Type II genotypes with terrestrial animals: Evidence of terrestrial *T. gondii* contamination in marine environments, *Veterinary Parasitology*, 335 (April 2025), p. 110439.
- Cornelsen, K. A., Elphinstone, A., Jordan, N. R. (2025). Predicting success of conservation translocations: prerelease screening tools for a threatened marsupial. *Animal Behaviour* 224, p. 123189.
- Crane, J., Bino, G., Jordan, N. R., Hawke, T., O'Brien, J. K. (2024). From banks to burrows: Habitat preferences and nesting behaviours of platypuses in the Snowy River. *Ecology and Evolution*, 14(12), e70347.
- Crates, R., Roderick, M., Maute, K., Menke, L., Hancock, D., Kyte, R., Berry, L., Paasila, T., Breckenridge, M., Grenadier, M., Hynson, R. M. G., Schmelitschek, E., Stevens, K., Van Sluys, M., Heinsohn, R. (2024) Targeted nest predator management and zoo-bred supplementation in a Regent Honeyeater (*Anthochaera phrygia*) breeding event, *Emu – Austral Ornithology*, 125(1), pp. 35-46.
- Daly, J., Van Issum, H., Cummins, M., Evans-Illidge, E., Randall, C. J., Boyd, S., Cveticanin, L., Dundas-Hargraves, K., Liddell, B., Hobbs, R. J., O'Brien, J. K. (2024) Cross-cultural approach to biobanking of living coral cells on Woppaburra sea Country in the southern inshore Great Barrier Reef, *Australasian Journal of Environmental Management*, 32(1), pp. 6-21.
- Davidson, M. J., Berger, L., Aquilina, A., Hernandez Poveda, M., Guinto, D., McFadden, M., Gilbert, D., Goodall, D., Zenger, K. R., Skerratt, L. F., Kosch, T. A. (2025) Exposure to low doses of *Batrachochytrium dendrobatidis* reveals variation in resistance in the Critically Endangered Southern Corroboree Frog, *Global Ecology and Conservation*, 60, p. e03587.
- Glen, J. J., Buelow, C. A., Campbell, M. D., Day, J., Meagher, P. J. B., van de Merwe, J. P., Pearson, R. M. (2024) Using stable isotope analysis to assess recent diet and habitat use of stranded Green Turtles (*Chelonia mydas*), *Wildlife Research*, 51, WR24045.
- Hansen, K. W., Jordan, N. R., Claase, M. J., McNutt, J. W., Wilson, A., Wilmers, C. C. (2025) To Hunt or Patrol? Social Composition and Location Mediate Scent Marking Decisions of a Large Carnivore, *Ecology and Evolution*, 15, p. e71567.
- Hawke, T., Meagher, P., Bino, G., Elphinstone, A., May, S., Lowe, A., Vogelnest, L., Kingsford, R. (2024) Rescue and return: Translocating a semi-wild platypus (*Ornithorhynchus anatinus*) population during the 2019 drought, *Ecological Management & Restoration*, 25, pp. 199-207.
- Howard, M. S., Byrne, P. G., O'Brien, J. K., Hobbs, R. H., Silla, A. J. (2025) Antioxidant supplementation of cryopreservation extenders improves post-thaw sperm viability in the Red-crowned Toadlet, *Pseudophryne australis*, *Frontiers in Amphibian and Reptile Science*, 3, p. 1525965.
- Jones, H., Fenton, H. M. A., Elsmo, E. J., Nemeth, N. M., Garrett, K. B., Cleveland, C. A., Yabsley, M. J. (2024) Case report: Disseminated larval trematodiasis caused by *Clinostomum marginatum* in a Green Tree Frog (*Hyla cinerea*), *Veterinary Parasitology: Regional Studies and Reports*, 52, p. 101051.
- Jordan, N. R., Boyd, E. T., Conaghan, J., Michelmores, J., Shaw, M. E., Pitcher, B. J. (2025) Effect of Carcass Feeds on Feeding Behavior and Social Interactions in Zoo-Based African Wild Dogs (*Lycaon pictus*), *Zoo Biology*, 2025, pp. 1-11.
- Kosch, T. A., Berger, L., Crawford, A. J., Gilbert, D., Goodall, D., Hunter, D., McFadden, M., Abueg, L., Formenti, G., Collins, J., Tilley, T., Jain, N., Balacco, J., O'Toole, B., Whelan, C., Cooke, I., Yates, B., Muffato, M., Jarvis, E. D., and Skerratt, L. F. (2025) A chromosome-level reference genome for the critically endangered Southern Corroboree Frog (*Pseudophryne corroboree*), *Wellcome Open Research*, 10, p. 228.
- McFadden, J. M., McFadden, M. S. (2025) Scavenging of a road-killed Green-striped Frog *Cyclorana alboguttata* by a Union-Jack Wolf Spider *Tasmanicosa* sp. (Araneae: Lycosidae), *Biodiversity Observations*, 15, pp. 66-68.
- McFadden, M. S., McFadden, J. M. (2025) Predation of an adult Eyrean Earless Dragon *Tympanocryptis tetraporophora* Lucas and Frost, 1895 by a Red-headed Centipede *Scolopendra morsitans* Linnaeus, 1758 in Australia, *Herpetology Notes*, 18, pp. 221-223.
- McFadden, M. S., Silla, A. J., Kelleher, S. R., Byrne, P. G. (2025) Effects of ultraviolet radiation on the activity, survival, and growth of the critically endangered Northern Corroboree Frog, *Biology Open*, 15(5), bio.061827.
- Mifsud, J., Harvey, E., Van Brussel, K., Olsson, A., Pitcher, B.J., Hall, J., Fenton, H., Alting, B., Sadiq, S., Holmes, E. C. (2025) Diverse Viral Pathogens in Australian Canines: Limited Geographic Structure and the First Detection of an RNA Virus in Dingoes, *Virus Evolution*, 11(1), veaf042.



- Nelson, H. V., Farquharson, K. A., Georges, A., McLennan, E. A., DeGabriel, J. L., Giese, M., Ormond, C., McFadden, M., Skidmore, A., Prangell, J., Belov, K., Hogg, C. J. (2024) A genomic framework to assist conservation breeding and translocation success: A case study of a critically endangered turtle, *Conservation Science and Practice*, 6(10), p. e13204.
- Niella, Y., O'Hara, D., Jonsen, I., Slip, D., Phillips, L., Harcourt, R., Carroll, G. (2025) Spatial, environmental and trophic niche partitioning by seabirds in a climate change hotspot, *Journal of Animal Ecology*, 94, pp. 582-596.
- Ortiz-Baez, A. S., Rose, K., Lang, B.J., Hall, J., Holmes, E. C. (2025) Limited diversity of bat-associated RNA viruses in endangered and geographically isolated Christmas Island flying foxes, *One Health*, 20, p. 101060.
- Rafiq, K., Jordan, N. R., McNutt, J. W., Neelo, J., Attias, N., Boersma, D., Palmer, M. S., Ruesink, J. & Abrahms, B. (2024) Removing institutional barriers to long-term fieldwork is critical for advancing ecology, *Trends in Ecology & Evolution*, 39(12), pp. 1059-1062.
- Robson, N., Palmer, C., Banks, S., Thums, M., Grech, A., Day, J., Kakadu Rangers, Risk, R., Cooper, D., Hooper, G. (2025) Marine habitat mapping of Green Turtle (*Chelonia mydas*) foraging grounds in the Northern Territory, Australia, *Marine and Freshwater Research*, 76, MF25031.
- Ryan, L. A., Gennari, E., Slip, D. J., Collin, S. P., Peddemors, V. M., Huveneers, C., Chapuis, L., Hemmi, J. M., Hart, N. S. (2024), Counterillumination reduces bites by Great White Sharks, *Current Biology*, 34, pp. 1-7.
- Ryan, S. A., Southwell, D. M., Beranek, C. T., Clulow, J., Jordan, N. R., Witt, R. R. (2025) Estimating the landscape-scale abundance of an arboreal folivore using thermal imaging drones and binomial N-mixture modelling, *Biological Conservation*, 308, p. 111207.
- Sequeira, A. M. M., ... Slip, D., ... Eguíluz, V. M. (2025) Global tracking of marine megafauna space use reveals how to achieve conservation targets, *Science*, 388, pp. 1086-1097.
- Stilz, R. C., Kunkel, M. R., Keel, M. K., Fenton, H., Weyna, A. A. W., Niedringhaus, K. D., Andreassen, V. A., McKinney, A. S., Maboni, G., Nemeth, N. M. (2025) Aspergillosis in 41 wild bird species in the eastern United States: a 22-year retrospective review, *Journal of Veterinary Diagnostic Investigation*, 37(2), pp. 305-316.
- Tripovich, J. S., Walshe, T., Elphinstone, A., Ingwersen, D., Roderick, M., Pitcher, B. J. (2024) Using decision analysis to develop a framework for nest protection for threatened birds, *Oryx*, 59(1), pp. 91-100.
- Van Sluys, M., Pauligk, Y., Burns, A., O'Riordan, M., Matkovics, R., Hartnett, C., Pitcher, B. J. (2024) Behavioural ethogram to inform ex-situ initiatives for a critically endangered bird – the case of the Plains-wanderer, *Frontiers in Conservation Science*, 5, p. 1457664.
- West, L., Rafiq, K., Converse, S. J., Wilson, A. M., Jordan, N. R., Golabek, K. A., McNutt, J. W., & Abrahms, B. (2024) Droughts reshape apex predator space use and intraguild overlap, *Journal of Animal Ecology*, 93, pp. 1785-1798.
- Weyna, A. A. W., Andreassen, V. A., Burrell, C. E., Kunkel, M. R., Radisic, R., Goodwin, C.C., Fenton, H., Dugovich, B.S., Poulson, R.L., Ruder, M.G., Yabsley, M.J., Sanchez, S., Nemeth, N.M. (2024) Causes of morbidity and mortality in wild cottontail rabbits in the eastern United States, 2013-2022, *Journal of Veterinary Diagnostic Investigation*, 36(5), pp. 655-665.

#### Grey Literature (non-peer-reviewed)

- Meagher, P., O'Brien, J., Whitelock, A., Minns, L. (2025) "Taronga Conservation Society Australia and its partners develop real-time forensic tools to dismantle the illegal wildlife trade", *World Association of Zoos and Aquariums (WAZA) News*, 2 (2024), pp. 10-12.
- Fenton, H., Hall, J., Dobson, N., Rose, K. (2024) "Taking One Health to the Oceans: Investigating Unsolved Cetacean Mortality Events", Report to Wildlife Health Australia One Health Fund.
- Fenton, H., Hall, J., Rose, K. (2024) "Disease Risk Assessment for Proposed wombat translocations from Flinders or Maria Islands as part of the Lungtalanana Cultural Restoration Project in Tasmania", Report to Tasmanian Aboriginal Center.
- Hall, J., Pitcher, B. (2025) "A review of pinniped records from the NSW National Parks and Wildlife Elements Database (1964-2022)", Report to NSW National Parks and Wildlife, Sydney, New South Wales, Australia.
- Jol, C. (2024) "The sounds of silence: An exploration of the acoustic cues created by birds at night and their relevance for nest predation", Honours thesis, University of Sydney, Sydney, NSW Australia
- Rose, K. (2025) Case Report – Macropods and Emu – oh my! The Scope – Peer-reviewed newsletter of the Australian Society for Veterinary Pathology – July 2025.
- Rose, K. (2025) The Australian Registry of Wildlife Health turns 40. The Scope. Australian Society for Veterinary Pathology Newsletter, March 2025.
- Rose, K., Agius, J., Winkie, F., Hall, J., Fenton, H., Jankowski, A., Shanygina, K., Tiernan, B., Westman, M., Jenkins, C. (2025) When the other shoe drops: emergence of *Salmonella enterica* var *Weltevreden* in critically endangered Christmas Island Reptiles. The Scope. Australian Society for Veterinary Pathology Newsletter, March 2025.
- Rose, K., Hall, J. (2024) "The Australian Registry of Wildlife Health Update" and "Novel Papilloma virus in a New Zealand Fur Seal with proliferative oral lesions" The Scope, Australian Veterinary Pathology Society.
- Rose, K., Hall, J. (2024) "Novel Papilloma virus in a New Zealand Fur Seal with proliferative oral lesions" Davis-Thompson Foundation Newsletter.
- Rubie, A., Hall, J. (2025) Celebrating 40 years of the Australian Registry of Wildlife Health, *Thylacinus*, 40(2), pp. 34-35.
- Stapp, L. S., Bräunig, J., King, O. C., Beyer, J., Doyle, C., Rose, K., Hall, J. (2024) "Cadmium in the Christmas Island Environment", Report to the Director of National Parks.

## Appendix 4

### Funds granted to non-government community organisations 2024/25

Conservation Partnerships	Grant Amount
Northern Rangeland Trust	\$40,000.00
International Rhino Foundation (IRF)	\$45,000.00
IRF Reforestation	\$20,000.00
Jane Goodall Institute Australia	\$45,000.00
Zoo Aquarium TRAFFIC	\$20,000.00
Flora & Fauna International	\$20,000.00
Malilangwe Trust	\$20,000.00
Frankfurt Zoological Society	\$15,000.00
Bongo Surveillance Project	\$20,000.00
<b>Total</b>	<b>\$245,000.00</b>

## Appendix 5

### Privacy Management

Taronga's Privacy Management Plan sets out how Taronga complies with the Privacy and Personal Information Protection Act 1998 and the Health Records and Information Privacy Protection Act 2002. Revised in February 2024, Taronga's Privacy Management Plan:

- details Taronga's commitment to protecting the privacy of our staff, students, guests, donors, digital community and others about whom Taronga holds personal information;
- describes the principles applicable to the collection, retention, storage, access and disclosure of personal information and how Taronga adheres to those principles;
- describes the kinds of personal information collected and held by Taronga;
- informs Taronga staff about how to manage and protect personal information;
- describes how a person can request access to and/or amendment of their personal information held by Taronga; and
- details complaint handling and review procedures.

The Privacy Management Plan and Taronga's Privacy Statement are available to members of the public and Taronga staff on Taronga's website: <https://taronga.org.au/about/privacy>

In the reporting period, Taronga's group of 'Privacy Champions' continued to meet regularly to discuss and address privacy matters across all areas of the organisation. The group assists in the review of privacy policies and practices and raises awareness of privacy at Taronga.

Taronga received no requests for review under Part 5 of the Privacy and Personal Information Protection Act 1998 in the reporting period.

### Data Breach

Taronga manages and assesses any potential data breaches in line with its Data Breach Policy, which sets out strategies to prevent, prepare for and respond to a data breach. The Data Breach Policy is consistent with requirements set out in Part 6A of the Privacy and Personal Information Protection Act 1998 and is available on Taronga's website.

## Appendix 6

### Consultants' Fees Incurred in 2024/25

#### Consultants equal to or more than \$50,000

NIL

#### Consultants less than \$50,000

During the year eleven consultancies were engaged in the following area:

Sustainability - \$91,325

Conservation Projects - \$38,429

Management Services - \$7,250

Capital Projects - \$5,400

**Total Consultancies less than \$50,000 = \$142,404**

**Total Consultancies = \$142,404**



## Appendix 7

### Government Information (Public Access) Act – Annual Report for Agency Taronga Conservation Society Australia

#### Clause 8A:

Details of the review carried out by the agency under section 7 (3) of the Act during the reporting year and the details of any information made publicly available by the agency as a result of the review

Review carried out by the agency	Information made publicly available by the agency
Yes	No

#### Clause 8B:

The total number of access applications received by the agency during the reporting year (including withdrawn applications but not including invalid applications)

Total number of applications received
1

#### Clause 8C:

The total number of access applications received by the agency during the reporting year that the agency refused either wholly or partly, because the application was for the disclosure of information referred to in Schedule 1 to the Act (information for which there is conclusive presumption of overriding public interest against disclosure)

Number of Applications Refused	Wholly	Partly	Total
	0	0	0
% of Total	0.00 %	0.00 %	

### Schedule 2 Statistical information about access applications to be included in annual report

Table A: Number of applications by type of applicant and outcome\*

	Access Granted in Full	Access Granted in Part	Access Refused in Full	Information not held	Information Already Available	Refuse to deal with Application	Refuse to Confirm/ Deny whether information is held	Application Withdrawn	Total	% of Total
Media	0	0	0	0	0	0	0	0	0	0.00 %
Members of Parliament	0	0	0	0	0	0	0	0	0	0.00 %
Private sector business	0	0	0	0	0	0	0	0	0	0.00 %
Not for profit organisations or community groups	0	0	0	0	0	0	0	0	0	0.00 %
Members of the public (by legal representative)	0	0	0	0	0	0	0	0	0	0.00 %
Members of the public (other)	1	0	0	0	0	0	0	0	1	100.00 %
Total	1	0	0	0	0	0	0	0	1	
% of Total	100 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	0.00 %	

\* More than one decision can be made in respect of a particular access application. If so, a recording must be made in relation to each such decision. This also applies to Table B.

**Table B: Number of applications by type of applicant and outcome\***

	Access Granted in Full	Access Granted in Part	Access Refused in Full	Information not held	Information Already Available	Refuse to deal with Application	Refuse to Confirm/ Deny whether information is held	Application Withdrawn	Total	% of Total
Personal information applications*	0	0	0	0	0	0	0	0	0	0.00 %
Access applications (other than personal information applications)	1	0	0	0	0	0	0	0	1	100 %
Access applications that are partly personal information applications and partly other	0	0	0	0	0	0	0	0	0	0.00 %
<b>Total</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	
<b>% of Total</b>	<b>100 %</b>	<b>0.00 %</b>	<b>0.00 %</b>	<b>0.00 %</b>	<b>0.00 %</b>	<b>0.00 %</b>	<b>0.00 %</b>	<b>0.00 %</b>	<b>0.00 %</b>	

\* A personal information application is an access application for personal information (as defined in clause 4 of Schedule 4 to the Act) about the applicant (the applicant being an individual).

**Table C: Invalid applications**

Reason for invalidity	Access Granted in Full	Access Granted in Part
Application does not comply with formal requirements (section 41 of the Act)	0	0.00 %
Application is for excluded information of the agency (section 43 of the Act)	0	0.00 %
Application contravenes restraint order (section 110 of the Act)	0	0.00 %
Total number of invalid applications received	0	0.00 %
Invalid applications that subsequently became valid applications	0	0.00 %

**Table D: Conclusive presumption of overriding public interest against disclosure: matters listed in Schedule 1 of Act**

	Access Granted in Full	Access Granted in Part
Overriding secrecy laws	0	0.00 %
Cabinet information	0	0.00 %
Executive Council information	0	0.00 %
Contempt	0	0.00 %
Legal professional privilege	0	0.00 %
Excluded information	0	0.00 %
Documents affecting law enforcement and public safety	0	0.00 %
Transport safety	0	0.00 %
Adoption	0	0.00 %
Care and protection of children	0	0.00 %
Ministerial code of conduct	0	0.00 %
Aboriginal and environmental heritage	0	0.00 %
Privilege generally - Sch 1(5A)	0	0.00 %
Information provided to High Risk Offenders Assessment Committee	0	0.00 %
<b>Total</b>	<b>0</b>	

\*More than one public interest consideration may apply in relation to a particular access application and if so, each such consideration is to be recorded (but only once per application). This also applies in relation to Table E



Table E: Other public interest considerations against disclosure: matters listed in table to section 14 of Act

	Access Granted in Full	Access Granted in Part
Responsible and effective government	0	0.00 %
Law enforcement and security	0	0.00 %
Individual rights, judicial processes and natural justice	0	0.00 %
Business interests of agencies and other persons	0	0.00 %
Environment, culture, economy and general matters	0	0.00 %
Secrecy provisions	0	0.00 %
Exempt documents under interstate Freedom of Information legislation	0	0.00 %
<b>Total</b>	<b>0</b>	<b>0.00 %</b>

Table F: Timeliness

	Number of applications*	% of Total
Decided within the statutory timeframe (20 days plus any extensions)	1	100.00 %
Decided after 35 days (by agreement with applicant)	0	0.00 %
Not decided within time (deemed refusal)	0	0.00 %
<b>Total</b>	<b>1</b>	

Table G: Number of applications reviewed under Part 5 of the Act (by type of review and outcome)

	Decision varied	Decision upheld	Total	% of Total
Internal review	0	0	0	0.00 %
Review by Information Commissioner*	0	0	0	0.00 %
Internal review following recommendation under section 93 of Act	0	0	0	0.00 %
Review by NCAT	0	0	0	0.00 %
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>% of Total</b>	<b>0.00 %</b>	<b>0.00 %</b>		

\*The Information Commissioner does not have the authority to vary decisions, but can make recommendations to the original decision-maker. The data in this case indicates that a recommendation to vary or uphold the original decision has been made by the Information Commissioner.

Table H: Applications for review under Part 5 of the Act (by type of applicant)

	Number of applications for review	% of Total
Applications by access applicants	0	0.00 %
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	0	0.00 %
<b>Total</b>	<b>0</b>	<b>0.00 %</b>

Table I: Applications transferred to other agencies.

	Number of applications transferred	% of Total
Agency-Initiated Transfers	0	0.00 %
Applicant - Initiated Transfers	0	0.00 %
<b>Total</b>	<b>0</b>	<b>0.00 %</b>

## Appendix 8

### Human Resources

Program Area	Ongoing			Temporary		
	2023	2024	2025	2023	2024	2025
Executive	12	13	10	0	0	1
Clerical	130	161	130	52	60	61
General	15	35	16	18	3	17
Professional	19	12	27	7	5	10
Services	35	36	65	8	9	2
Technical	5	8	7	2	5	5
Trades	181	107	182	30	35	67
<b>TOTAL</b>	<b>397</b>	<b>372</b>	<b>437</b>	<b>117</b>	<b>117</b>	<b>163</b>

Program Area	Casual			Total		
	2023	2024	2025	2023	2024	2025
Executive	0	0	0	12	13	11
Clerical	33	61	38	215	282	229
General	0	28	1	33	66	34
Professional	19	18	23	45	35	60
Services	306	298	276	349	343	343
Technical	0	1	0	7	14	12
Trades	92	87	84	303	229	333
<b>Total</b>	<b>450</b>	<b>493</b>	<b>422</b>	<b>964</b>	<b>982</b>	<b>1022</b>

## Appendix 9

### Internal Audit and Risk Management Attestation Statement for the 2024-25 financial year for Taronga Conservation Society Australia

I, Kristin Stubbins, am of the opinion that Taronga Conservation Society Australia (Taronga) has internal audit and risk management processes in operation that are compliant with the seven (7) core requirements set out in the Internal Audit and Risk Management Policy for the NSW Public Sector for the General Government Sector, specifically:

#### Core Requirements

<b>Risk Management Framework</b>	1.1	The Accountable Authority shall accept ultimate responsibility and accountability for risk management in the agency.	Compliant
	2.1	The Accountable Authority shall establish and maintain a risk management framework that is appropriate for the agency. The Accountable Authority shall ensure the framework is consistent with AS ISO 31000:2018.	Compliant
<b>Internal Audit Function</b>	2.1	The Accountable Authority shall establish and maintain an internal audit function that is appropriate for the agency and fit for purpose.	Compliant
	3.1	The Accountable Authority shall ensure the internal audit function operates consistent with the International Standards for Professional Practice for Internal Auditing.	Compliant
	4.1	The Accountable Authority shall ensure the agency has an Internal Audit Charter that is consistent with the content of the 'model charter'.	Compliant
<b>Audit and Risk Committee</b>	3.1	The Accountable Authority shall establish and maintain efficient and effective arrangements for independent Audit and Risk Committee oversight to provide advice and guidance to the Accountable Authority on the agency's governance processes, risk management and control frameworks, and its external accountability obligations.	Compliant
	4.1	The Accountable Authority shall ensure the Audit and Risk Committee has a Charter that is consistent with the content of the 'model charter'.	Compliant



The Chair and Members of the Performance, Audit, Risk and Safety Committee are:

- Chair – Mr Michael Herring. Appointed to Taronga Board 1 Jan 2023 – term expires 31 Dec 2026
- Member – Mr Murray Wood. Appointed to Taronga Board 11 Oct 2021 – term expires 30 June 2026.
- Member – Prof Talal Yassine. Appointed to Taronga Board 29 April 2024 – term expires 31 Dec 2026.
- Member – Ms Kristin Stubbins. Appointed to Taronga Board 1 July 2021 – term expires 30 June 2027.
- Member – Ms Sarah Norgate. Appointed to Taronga Board 19 July 2022– term expires 30 June 2027.

These processes, demonstrate that Taronga has established and maintained frameworks, including systems, processes and procedures for appropriately managing audit and risk within Taronga.

#### Kristin Stubbins

Chair

Taronga Conservation Society Australia

## Appendix 10

### Senior Executives and Staff

Band		Number of Senior Executive	Average Remuneration (package) end current year
SE Band 1	Female Senior Executive	3	\$224,873
	Male Senior Executive	7	
SE Band 2	Female Senior Executive	1	\$289,631
	Male Senior Executive	1	
SE Band 3	Male Senior Executive	1	\$389,478
<b>Total</b>		<b>13</b>	<b>\$246,311</b>

Percentage of total employee-related expenditure: 5.20 %

\*Please note, over the course of 2024/25 there were 13 individuals employed across 12 executive roles. This includes two former staff members.

\*\*Please note the 24-25 Total Employee Expenditure figure is pending approval and will be finalised by 30th Sep 25.

## Appendix 11

### Overseas Travel by Taronga Staff During the 2024-25 Financial Year

Dates	Employees and Officers	Country	Purpose
25 to 26 July 2024	Executive Director Taronga Zoo	New Zealand	ZAA Board member duties.
28 July to 10 August 2024	Trade Sales Manager	United States	Participation in the Travel Answers Group Roadshow.
21 to 24 August 2024	Senior Veterinarian	New Zealand	Participation and presentation at the 2024 Vet Specialist Advisory Group Conferenced hosted by ZAA.
22 August to 1 September 2024	Trade Sales Coordinator	Singapore, Japan and South Korea	Participation in the Tourism Australia Japan and South Korea Marketplace 2024.
16 to 23 October 2024	Executive Director Taronga Zoo	Japan	Participation in 40th Anniversary of the first Koala from Taronga Zoo arriving at Higashiyama Zoo Ceremony.
9 to 20 November 2024	Wildlife Project Officer	United States	Participation in the Association of Zoos & Aquariums (AZA) Creating Successful Exhibits – Exhibit Design Course.
11 to 20 November 2024	Behavioural Husbandry Supervisor	United States	Participation in the AZA Managing Animal Enrichment and Training Programs Course.
16 to 24 November 2024	Trade Sales Coordinator	United Kingdom	Participation in the Tourism Australia United Kingdom and Europe Marketplace 2024.
4 to 16 February 2025	Wildlife Nutrition	United States	Participation in the Zoo Diet Navigator Software Program Workshop and delivery of two-day seminar for Disney's Animal Kingdom's Nutrition Team.

Dates	Employees and Officers	Country	Purpose
7 to 17 February 2025	Senior Marine Mammal and Penguin Keeper	New Zealand	Participation and presentation at the International Congress of Zookeepers.
8 to 16 February 2025	Senior Keeper	New Zealand	Participation and presentation at the International Congress of Zookeepers.
9 to 19 February 2025	Senior Herpetofauna Keeper	New Zealand	Participation at the International Congress of Zookeepers. Participation at the Chelonia Husbandry and Conservation Workshop.
15 to 23 February 2025	Keeper	New Zealand	Participation at the International Congress of Zookeepers. Meetings and site visits to Auckland Zoo and Hamilton Zoo.
23 February to 9 March 2025	Supervisor of Southern Black Rhinos at TWPZ Wildlife Conservation Officer	South Africa and Zimbabwe	Meetings with Southern Black Rhino stakeholders and site visits.
17 to 20 March 2025	Chief Executive	Singapore	Meeting with Sumatran and Javan rhino stakeholder and site visit to Mandai Wildlife Reserve.
7 to 13 May 2025	Director, Information Technology	Singapore	Participation and presentation at the Mastering SAP Collaborate Conference and meetings and site visit to Mandai Wildlife Reserve.
17 to 29 May 2025	Manager of Population Development and Welfare	United States	Participation at the 4th International Symposium on Zoo Animal Welfare and meetings and site visits to Shedd Aquarium, Lincoln Park Zoo, Brookfield Zoo, The Wilds and Columbus Zoo and Aquarium.

## Appendix 12

### Risk Management and Insurance Report

#### Risk Management

Taronga's Risk Management Policy and Enterprise Risk Management (ERM) Framework enables Taronga to identify, evaluate and treat risks arising from its unique operating environment, which encompasses wildlife conservation, education, research, tourism, commercial operations, charitable fundraising and a large and complex capital works program across both sites.

The Taronga Board has overall responsibility for Taronga's ERM Framework, supported by the Performance, Audit, Risk and Safety Committee. Taronga's Risk Appetite and Tolerance Statement is updated annually and key metrics and parameters for risk identified to aid decision-making. The ERM framework provides a firm foundation to identify, assess and respond to risks arising from significant external events impacting Taronga's operations.

Taronga's Risk Management Policy is reviewed and approved annually by the Taronga Board, following endorsement by the Performance, Audit, Risk and Safety Committee.

In 2024-25 Taronga reviewed its Board reporting processes, to increase Board visibility of enterprise risks. At each bi-monthly meeting, the Board is issued a summary of 'top risks' (high, extreme and trending high), any material changes in Taronga's ERM register, key risk trends and emerging risks and opportunities. Each enterprise risk is allocated to a Board Committee for primary oversight.

The Performance, Audit, Risk and Safety Committee reviews internal and external audit reports which may identify weaknesses in existing risk management processes or emerging risks. Taronga implements action plans to manage risk or ameliorate the risk framework, with progress monitored by the Executive and the Performance, Audit, Risk and Safety Committee.

In 2024-25, Taronga continued to review and treat risks across the organisation including data governance risks. Taronga conducted a significant policy review in relation to business continuity management, with training and simulation exercises in crisis management and business continuity management provided for key members of the management team.

Following a Climate Change Risk Assessment facilitated by the NSW Department of Climate Change, Energy, the Environment and Water (DCCEEW) Climate Risk Ready program in 2021, Taronga continues to identify and treat climate change related risks. Climate change related risks are integrated within Taronga's Enterprise Risk Register, with climate change related risk causes and consequences identified and addressed in mitigation strategies. Climate related risks are front of mind in strategic decision making, such as the upcoming strategic planning and masterplanning process. Key climate risks include increased frequency and intensity of extreme weather events, increased temperatures, bushfire and water scarcity which have various potential negative impacts on health and safety, animal welfare, assets and continuity of operations. Board oversight of climate change risk mitigation is assisted by Board Committees – Wildlife Committee, Community Engagement and Sustainability Committee and the Performance, Audit, Risk and Safety Committee.



## Insurance

As a Public Non-Financial Corporation, Taronga is part of the NSW Government's self-insurance scheme, the Treasury Managed Fund (TMF). The TMF is administered by icare and provides cover to Taronga for all its major assets and significant risks arising from its operations.

# Appendix 13

## Modern Slavery Act 2018

At Taronga Conservation Society Australia, we are committed to upholding the highest standards of ethical conduct and human rights. Our dedication to wildlife conservation extends to ensuring that our operations, supply chains, and partnerships are free from modern slavery and human trafficking. This statement outlines the steps we have taken and continue to take to prevent modern slavery within our organization and our sphere of influence.

## Our Commitment

Modern slavery encompasses slavery, servitude, forced labour and human trafficking. Taronga Conservation Society Australia is dedicated to identifying and addressing all forms of modern slavery within our operations and supply chains. We recognise our responsibility to respect and uphold human rights and are committed to continuous improvement in this area.

## Our Structure and Supply Chains

Taronga Conservation Society Australia operates two iconic zoos—Taronga Zoo Sydney and Taronga Western Plains Zoo Dubbo. Our operations involve diverse supply chains, including goods and services related to animal care, construction, retail, catering and professional services. We are committed to ensuring that our suppliers and partners share our values and ethical standards.

## Policies and Governance

We have established robust policies and procedures to combat modern slavery, including:

1. **Ethical Procurement Policy:** This policy outlines our commitment to sourcing goods and services ethically and sustainably. It sets clear expectations for our suppliers regarding human rights and labour practices.
2. **Supplier Code of Conduct:** Our code of conduct requires suppliers to adhere to international human rights standards and labour laws. It explicitly prohibits the use of forced labour, child labour, and any form of modern slavery.
3. **Whistleblower Policy:** We encourage employees, suppliers, and other stakeholders to report any concerns related to unethical practices, including modern slavery, through our confidential whistleblower channels.

## Due Diligence and Risk Assessment

To identify and mitigate the risks of modern slavery, we have implemented a comprehensive due diligence process:

1. **Risk Mapping:** We conduct regular risk assessments to identify areas within our supply chains that may be vulnerable to modern slavery. This includes evaluating suppliers based on geographic location, industry and the nature of their operations.
2. **Supplier Audits:** We engage in regular audits and assessments of our suppliers to ensure compliance with our ethical standards. These audits include on-site inspections, document reviews and worker interviews.
3. **Training and Awareness:** We provide ongoing training for our staff and suppliers to raise awareness about modern slavery and our ethical procurement standards. This ensures that all stakeholders understand their roles and responsibilities in preventing modern slavery.

## Actions Taken in 2024

During the past year, we have taken steps to strengthen our commitment to eradicating modern slavery:

1. **Enhanced Supplier Engagement:** We have increased our engagement with suppliers to ensure they understand and comply with our ethical standards. This includes providing additional resources and support for implementing best practices.
2. **Reporting Mechanisms:** Our reporting mechanisms to make it easier for stakeholders to report concerns related to modern slavery. This includes anonymous reporting channels and regular follow-up on reported issues.
3. **Collaboration and Partnerships:** We collaborate with industry bodies, NGOs and other organizations to share knowledge and best practices for combating modern slavery. This collective effort strengthens our ability to address systemic issues in supply chains.

## Future Steps

Taronga Conservation Society Australia is committed to continuous improvement in our efforts to combat modern slavery. Our future actions will include:

1. **Ongoing Training:** We will continue our training to cover employees and suppliers, ensuring widespread awareness and understanding of modern slavery issues.
2. **Strengthening Supplier Requirements:** We will further refine our supplier requirements to include more stringent criteria and expectations related to human rights and labour practices.
3. **Ongoing Monitoring and Evaluation:** We will continue to monitor and evaluate our supply chains, adjusting our strategies as needed to effectively address modern slavery risks.

## Conclusion

Taronga Conservation Society Australia is committed to ethical practices and the eradication of modern slavery. We believe that through vigilance, collaboration, and continuous improvement, we can make a meaningful impact in the fight against modern slavery. We are dedicated to ensuring that our operations and supply chains reflect our values of integrity, respect, and care for all people and wildlife.

## Appendix 14

### Work Health and Safety

#### Performance indicators

Severity Rate	2023/24	2024/25
Lost time injury frequency / workplace accidents for both Zoos	8.51	9.72
Falls, Trips & Slips	16 %	17 %
Bites, stings, scratches (non collection animals)	12 %	15 %
Contact with collection animal	13 %	9 %
Body Stressing	9 %	8 %
Hitting Objects with a part of the body	15 %	11 %
Being hit by moving objects	8 %	10 %
Vehicle Incidents	6 %	11 %
Chemicals and other substances	1 %	3 %
Heat, electrical and other environmental factors	5 %	4 %
Mental Stress	2 %	5 %
Other	9 %	4 %
Animal Welfare	2 %	
Contact with, or exposure to, biological factors	1 %	2 %

## Appendix 15

### Workforce Diversity

#### Workforce Diversity Achievements in 2024/2025 include:

<b>Workforce Diversity Celebrations</b>	<p>Taronga has continued to prioritise the acknowledgment of both NAIDOC and Reconciliation Week, marking each with team lunches, morning teas and other activations across both Zoos. These events promote a greater understanding of Aboriginal and Torres Strait Islander culture, history and lived experiences. Taronga has also supported over 50 people to undertake Cultural Awareness Training during the report period, including members of Taronga's Executive Team.</p> <p>Taronga employees also participated in the 47th annual Sydney Gay and Lesbian Mardi Gras Parade. Marching with pride in support of the LGBTQIA+ community and celebrating the theme "Free to be Wild: Embracing our Natural Selves".</p>
<b>Indigenous Youth Programs</b>	<p>The Taronga Zoo Sydney Burbangana and Taronga Western Plains Zoo Walanmarra Youth Programs continue to thrive and grow in partnership with the NSW Department of Communities and Justice. These initiatives provide vital connections for vulnerable, at-risk, or trauma-affected young people, linking them to Country, Culture, and wildlife. Several graduates have since gained employment with Taronga—a remarkable milestone for both the participants and the organisation.</p> <p>The 'Gyak' Project which brings together First Nations students, Elders, Taronga staff, Bangarra Dance Company, Aboriginal Local Land Services and National Parks Threatened Species Officers, to save the Northern Corroboree Frog in Wolgalu Wiradjuri Country delivered great outcomes for education and conservation. One of the highlights was being invited as special guests to officially open the International World Aquarium &amp; Zoo Association Conference at Taronga Zoo Sydney in November.</p>
<b>Community Service Program</b>	<p>The Community Programs team continues to lead the Burbangana and Walanmarra initiatives, designed to engage Indigenous youth in hands-on career development across horticulture, carpentry, and animal care. These programs provide practical skills and pathways for future employment. In addition, the Community and Cultural Programs team partners with Juvenile Justice to coordinate community service placements and valuable work experience opportunities.</p>



<b>Aboriginal Employment Strategy</b>	Taronga is strengthening its commitment to Aboriginal employment and career development across both sites through close collaboration with community leaders, key stakeholders, and the Taronga Aboriginal Advisory Group (TAAG). This partnership ensures Cultural safety, meaningful support and the creation of education and employment pathways—such as school-based apprenticeships and traineeships—that offer young Aboriginal people valuable opportunities to develop skills and gain hands-on experience within Taronga’s unique environment. To further embed these opportunities, Taronga has established a range of Identified and Targeted roles designed to mentor emerging talent while deepening Taronga’s Cultural knowledge and extending its positive impact in partnership with First Nations communities.
<b>Taronga’s Cultural &amp; Strategic Plan</b>	Taronga has developed a “Ways of Working” framework with First Nations staff and community members across both Zoos, guiding meaningful input into the strategic plan and strengthening the Commitment to Country pillar. Ongoing engagement with the TAAG on Cammeraigal Country and Yarn Ups on Wiradjuri Country drives progress in employment pathways, education, First Nations Intellectual Property and culturally informed procurement, with both groups providing essential advice across the organisation.
<b>Cultural Awareness</b>	Cultural Awareness Training programs remain a priority, with a focus on ensuring all Taronga’s management team have undertaken this training by the end of the financial year. We are also exploring a number of e-Learning modules designed to support both people leaders and individuals to understand more about the lived experience of Aboriginal and Torres Strait Islander people and actions we can take as individuals and an organisation towards reconciliation.
<b>Mental Health Awareness</b>	Taronga currently have 53 representatives that are accredited and practice Mental Health First Aid supporting teams across both Taronga Zoo Sydney and Taronga Western Plains Zoo. Taronga recognises mental health challenges and prioritise ensuring psychosocial risks are managed. Refresher training and workshops will be facilitated throughout the year to ensure our representatives stay in touch with the latest methods of providing support.
<b>Diversity &amp; Inclusion Action Plan</b>	During 2025/2026 Taronga will be working on the development of our first iteration of a Diversity & Inclusion Action Plan. This plan will be informed by deepening our understanding of who our people are, the experience they are having and the actions we can take or align under this plan to strengthen and prioritise their impact.

## Appendix 16

### Investment and Liability Performance

#### Investment Performance

Taronga had \$297 million invested in fixed term deposits with various banking institutions at 30 June 2025. The average interest rate earned on these deposits was 4.99 % pa.

#### Liability Performance

At 30 June 2025, Taronga had total borrowings of \$50.5 million. These borrowings represent thirteen fixed interest rate loans with TCorp maturing at various dates out to 2032.

Liability Performance	Actual	Benchmark
<b>Market value of borrowings at 30 June 2024</b>	\$49.5m	n/a
<b>Cost of funds pa</b>	3.09 %	3.09 % **

\*Market value of borrowings represents the value if all debt had to be settled at 30 June 2025 and is different to the capital value based on maturity dates, which is the value used for borrowings reported in the Financial Statements.

\*\*TCorp advises that the benchmark portfolio is identical to the debt portfolio and, as such, debt portfolio performance is equal to benchmark portfolio performance.

## Appendix 17

### Infrastructure Program

Outlined below are the major works in progress during the 2024/25 reporting year.

Description of the major works in progress	Cost to date	Dates of completion	Summary of any significant delays or amendments
<b>TZ Wildlife Hospital</b>	<b>\$19.0m</b>	September 2026	Nil
<b>TZ Sky Safari</b>	<b>\$10.5m</b>	December 2027	Nil
<b>TWPZ Serengeti Resort</b>	<b>\$4.0m</b>	July 2026	Nil



WILD LITTLE PENGUIN BROUGHT IN  
TO TARONGA'S WILDLIFE HOSPITAL IN  
SYDNEY FOR TREATMENT, BEFORE BEING  
REHABILITATED FOR RELEASE

PHOTO BY MIRA PALOMAKI

## Wild Futures

Please support our work.

You can visit us, become a member  
or make a donation.

Taronga is a not-for-profit organisation  
dedicated to wildlife conservation  
and community education.

For more information go to  
[taronga.org.au](https://taronga.org.au)



## Acknowledgements

Editor: Fiona Brewer, Laura Minns

Art Director: Ginni Leonard

Ministerial Coordinator:  
Angeli Aquino



