



TARONGA 
CONSERVATION SOCIETY AUSTRALIA

For the Wild

APPRECIATE *the* SMALL THINGS

Annual Report 2020-2021

A SHARED FUTURE *for* WILDLIFE AND PEOPLE

At Taronga we believe that together we can find a better and more sustainable way for wildlife and people to share this planet.

Taronga recognises that the planet's biodiversity and ecosystems are the life support systems for our own species' health and prosperity. At no time in history has this been more evident, with drought, bushfires, climate change, global pandemics, habitat destruction, ocean acidification and many other crises threatening natural systems and our own future.

Whilst we cannot tackle these challenges alone, Taronga is acting now and working to save species, sustain robust ecosystems, provide experiences and create learning opportunities so that we act together. We believe that all of us have a responsibility to protect the world's precious wildlife, not just for us in our lifetimes, but for generations into the future.

Our Zoos create experiences that delight and inspire lasting connections between people and wildlife. We aim to create conservation advocates that value wildlife, speak up for nature and take action to help create a future where both people and wildlife thrive.

Our conservation breeding programs for threatened and priority wildlife help a myriad of species, with our program for 11 Legacy Species representing an increased commitment to six Australian and five Sumatran species at risk of extinction. The Koala was added as an 11th Legacy Species in 2019, to reflect increasing threats to its survival.

In the last 12 months alone, Taronga partnered with 26 organisations working on the front line of conservation across 15 countries. Taronga is a not-for-profit organisation: we are for the wild. The revenue earned through our Zoos, accommodation, events and donations through the Taronga Foundation, goes directly back into the support, care and conservation of wildlife.

Acknowledgement of Country

The Country on which we have the honour of standing each day always was and always will be Aboriginal land.

As a Taronga community, we acknowledge this and pay our deepest respect and gratitude to Cammeraigal (Taronga Zoo, Sydney) and Wiradjuri (Taronga Western Plains Zoo, Dubbo) Elders, past, present and emerging.

We acknowledge their Country, lore, spirit, tradition and ongoing Cultural connections to place as the traditional custodians of the land on which we stand.

In a time of rapid environmental change, Taronga's commitment to education, wildlife, conservation and science has never been more critical.

As a conservation community, we commit ourselves to the ongoing process of reconciliation within our field; to respect, connect, consult and be led by the complex and vital knowledge(s) of First Nations Peoples as we urgently work to safeguard the future of our planet.

Overview

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

Taronga is constituted under the Zoological Parks Board Act 1973 as a statutory authority owned by the people of New South Wales (NSW) and administered by the Minister for Energy and Environment.

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 Treasurer

The Hon. Matt Kean MP

Treasurer and Minister for Energy and Environment
GPO Box 5341
SYDNEY NSW 2001

Dear Treasurer,

It is with great pleasure that we present the 48th Annual Report of the Taronga Conservation Society Australia, which includes the statement of accounts, for your presentation to the NSW Parliament. This report covers in full the Taronga Conservation Society Australia's activities for the year ended 30 June 2021 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).

Yours sincerely




Steve Crane
Chairman

Cameron Kerr AO
Chief Executive



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Open 9.30am – 4.30pm (May – Aug)
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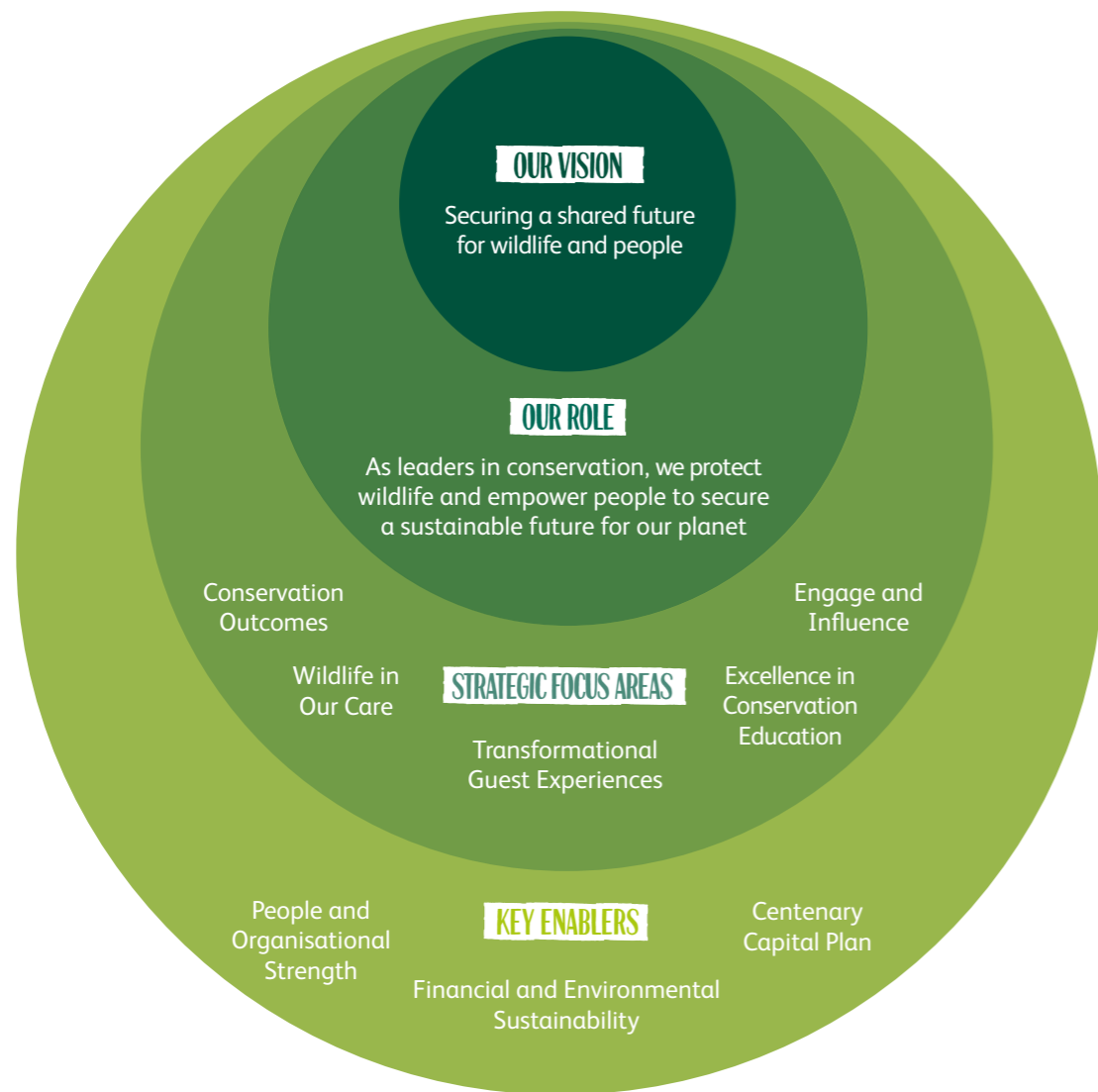



Obley Rd, Dubbo NSW 2830
PO Box 831 Dubbo NSW 2830
Tel: 02 6881 1400 | Fax: 02 6884 1722
Open: 9.00am – 4.00pm
Open 8.30am – 5.00pm (during school holidays)
taronga.org.au/dubbo

OUR STRATEGIC DIRECTION


Our vision is to secure a shared future for wildlife and people.

Our strategic plan defines our unique role, and the way we contribute to wildlife conservation, science and learning.

TARONGA ZOO SYDNEY

Symbol	Platypus (<i>Ornithorhynchus anatinus</i>)
Opened	October 1916
Site	28 hectares
Animals	Number of animals: 4,597 Species/sub-species: 304



TARONGA WESTERN PLAINS ZOO DUBBO

Symbol	Giraffe (<i>Giraffa camelopardalis</i>)
Opened	February 1977
Site	758.3 hectares
Animals	Number of animals: 748 Species/sub-species: 64



KOALA

OUR ORGANISATION



Minister for Energy and Environment
The Hon. Matt Kean MP *BBus, GradDipCA*

Taronga Conservation Society Australia Board
Chairman Mr Steve Crane *BCom, FAICD, SF, Fin*

Chief Executive
Mr Cameron Kerr AO *BSc (Hons), MCom, GAICD*

Executive Team

Mr Simon Duffy AM
BTeach, BEd, GAICD

**Executive Director,
Taronga Zoo**

- Commercial Operations
- Guest Experience
- TZ Accommodation
- Asset Management
- Wildlife Operations
- Education

Ms Narelle Beattie
BCom, MA, CA

**Divisional Director,
Corporate Services
and Governance**

- Finance
- Procurement
- Governance
- Information and Digital Technology
- Capital Programs

Ms Bettina Sammut
BA, Cert (PR), Grad Cert (HRM), Grad. Cert Change Mgt AGSM

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

- Human Resources and Payroll
- Work Health and Safety
- Volunteer Programs
- Organisation Development and Learning
- Diversity and Inclusion

Mr Steve Hinks
DipMgmt, DipBus, MMgmt

**Divisional Director,
Taronga Western
Plains Zoo**

- Commercial Operations
- Guest Experience
- TWPZ Accommodation
- Asset Management
- Wildlife Operations
- Marketing and Communications

Mr Nick Boyle
BSc (Comms), LLB

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

- Conservation Science
- Population and Welfare
- Taronga Wildlife Hospitals
- Nutrition
- Recovery Programs
- Environmental Sustainability

Ms Karen Madden
BBus (Marketing), MBA, MSc

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

- Marketing, Communications, Design, Digital
- Tourism and Contact Centre
- Fundraising and Memberships
- Corporate Partnerships

OUR BOARD

Appointed Board

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 and the number of meetings attended by each member is shown in brackets.



Mr Steve Crane (6)
BCom, FAICD, SF Fin

Ministerial appointee. Chairman of Taronga Conservation Society Australia. Mr Crane is Chairman of nib Holdings Limited and Global Valve Technology, and a Director of Australian Pipeline Limited (APA Group). Term expires 30th June 2021.



Mr Roy Bendall (6)

Representing Mosman Council. Member of the Performance, Audit, Risk and Safety Committee. Mr Bendall has broad experience working in international financial and capital markets, and project management specialising in the trade and maritime infrastructure sector. He is also a legal practitioner with experience in regulatory reform and the provision of regulatory advice to corporations and the Government. Term expires 30th September 2021.



Ms Penny Bingham Hall (6)
BA FAICD SF Fin

Ministerial Appointee. Appointed Chair in August 2021. Member of the Performance, Audit, Risk and Safety Committee. Ms Bingham-Hall spent 23 years with Leighton Holdings (CIMIC Group Limited) including as Executive General Manager Strategy. She is a Director on the boards of BlueScope Steel Ltd, DEXUS Property Group, Fortescue Metals Group, Vocus Group, Supply Nation and the Crescent Foundation. Ms Bingham Hall has extensive experience in the building, construction and property industries. She also spent 10 years as a Director and Deputy Chair of the Tourism and Transport Forum. Term expires 31st December 2023.



Ms Nancy Fox AM (6)
BA JD (Law) FAICD

Ministerial Appointee. Deputy Chair of Taronga Conservation Society Australia. Ms Fox is Chair of the Performance, Audit, Risk and Safety Committee until June 2021 (succeeded by Kristin Stubbins). Ms Fox is a Director on the Boards of Perpetual Limited, ING Bank Australia, HCF Life and Lawcover. She is also Chair of the Perpetual Equity Investment Company and a Director of the Australian Theatre for Young People. Term expires 30 June 2021.



Mr John Walkom (5)

Representing Taronga Western Plains Zoo's volunteer community. Member of the Wildlife Conservation Committee and Strategy and Engagement Committee. Mr Walkom is Independent Chair of the Dubbo Regional Council Audit Risk Committee and Company Director of Techni-Clean Australia. He is an active and highly regarded member of the local community in Dubbo, having worked closely with a broad range of stakeholders including community, business, federal, state and local government representatives. Term expires 1st September 2021.



Mr Graham Wackett (6)

Representing Taronga's volunteer community. Member of the Performance, Audit, Risk and Safety Committee and the Strategy and Engagement Committee. Mr Wackett has been an active volunteer at Taronga Zoo in Sydney since 2006 and has a strong background in hotel, resort and attractions ownership and management. Previous executive roles include Managing Director and CEO of Southern Pacific Hotel Corporation and Managing Director Travelodge Australia and Travelodge Developments. Mr Wackett also has strong tourism industry experience, having previously served as a member of the Board of Tourism NSW, Tourism Training Australia and the Tourism Task Force. Term expires 31st December 2021.



Dr Ian Roth PSM (6)
BVSc, MANZCVs, GAICD

Ministerial Appointee. Chair of the Wildlife Conservation Committee. Director on the Board of RSPCA NSW, life member of the Australian and New Zealand College of Veterinary Scientists, member of the Australian Veterinary Association, Executive committee member of the Australian Veterinary Conservation Biology group and a graduate of the Australian Institute of Company Directors. Until January 2016, Dr Roth was the NSW Chief Veterinary Officer, Director of the Animal Welfare Unit within NSW Department of Primary Industries and a Director of Wildlife Health Australia. He has worked in the areas of animal health and animal welfare for 40 years and was honoured in the 2016 Australia Day Awards with a Public Service Medal "for outstanding public service to veterinary science, particularly animal welfare and biosecurity in NSW". Term expires 30th June 2023.



The Hon. Robyn Parker (6)
GAICD

Ministerial Appointee. Chair of the Strategy and Engagement Committee. Ms Parker has over 30 years of public sector experience which began with roles in child and family services across a number of disadvantaged communities. Ms Parker is a non-executive Director of several education and charitable organisations. She was a specialist TAFE teacher for over 14 years before moving into the political arena, spending 12 years as an MLC, MP and Cabinet Minister in the NSW Parliament. Ms Parker was the CEO of Delphis Australia until March 2017. Term expires 31st December 2021.



Dr Rosalind Dubs (1)
BSc Dr ès Sc FTSE FAICD

Ministerial Appointee. Member of the Strategy and Engagement and Wildlife Conservation Committees. Dr Dubs has had a diverse international business career, with senior executive and board roles in publicly listed, private and government companies. Currently a Director of ASC Pty Ltd, ANU Enterprise Pty Ltd, Astronomy Australia Ltd, SAGE Ltd and former Director of Aristocrat Leisure Ltd. Previously she ran business lines for engineering multinational Thales SA in Paris, Stuttgart and Sydney. Dr Dubs has also been Deputy Vice-Chancellor (External Relations) at the University of Technology Sydney and chaired the Australian Space Industry Innovation Council. Term expires 29th August 2020.

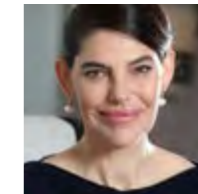


Mr Ben Shields (5)

Representing Dubbo Regional Council. Member of the Strategy and Engagement Committee. Mr Shields was appointed to the Board on the 13th April 2020. Mr Shields has years of experience working in the local government sector having been a local councillor, Deputy Mayor and currently the Mayor of Dubbo Regional Council. He has a background and experience in the media, marketing and tourism sector. Mr Shields is also a board member of Local Government NSW. Term expires 1st April 2021.



Regent Honeyeater – Chris Wheeler



Ms Gretel Packer AM MAICD (3)

Ministerial Appointee. Member of the Strategy and Engagement Committee. Ms Packer is Vice-President of the Board of Trustees of the Art Gallery of New South Wales, Chair of the Packer Family Foundation, Director of the Sydney Theatre Company and Chair of the Sydney Theatre Company Foundation. Her philanthropic interests include a broad range of community activities and charities aligned to the arts, education, and environmental science. Ms Packer received an AM last year at the Queen's Birthday Honours, in recognition for her commitment to the visual and performing arts and to conservation. Among her many interests, Ms Packer has been a long-term supporter of Taronga as a Founding Patron of the Taronga Foundation, launched the Taronga Conservation Science initiatives and sits on the Taronga Science Advisory Council. Term expires 15th December 2023.



Ms Kristin Stubbins

Appointed to the Board on 1 July 2021 as a Ministerial Appointee and Chair of the Performance, Audit, Risk and Safety Committee. Kristin is the lead auditor for some of PwC Australia's largest audit clients and is proud to lead the audit business. She has a focus on driving quality and integrity and is always conscious of the broader role the audit profession plays in underpinning trust in the capital markets.

Kristin has a passion for innovation and bringing together diverse groups of people to effect change. She developed and leads a venture (InnoWell) between PwC and the University of Sydney to commercialise technology designed to transform the way mental health services are delivered both in Australia and globally. She is also leading a collaboration project across Asia Pacific to disrupt the external audit through technology.

Kristin was named as one of the Australian Financial Review's "100 Women of Influence" in 2019, having been nominated in the innovation category. She is a Board Member of Mindgardens (an innovative mental health alliance) and works with a group of senior female business leaders seeking to empower women in developing nations through education.

OUR COMMITTEES

Board Committees

Performance, Audit, Risk and Safety Committee (6)

Monitors performance and risk, including work health and safety, financial management, environmental sustainability, human resource management, capital works programs and facilities management. Consists of selected board members:

- Ms Nancy Fox – Chair
- Mr Roy Bendall
- Ms Penny Bingham-Hall
- Mr Graham Wackett

Strategy and Engagement Committee (6)

Provides support, guidance and direction on the implementation of key strategic projects into Taronga's business and their evolution to meeting the performance objectives in accordance with the organisation's strategic vision, goals and targets. The Committee also supports a model of practice to drive innovation and results in community and stakeholder engagement. Consists of selected board members:

- Ms Robyn Parker – Chair
- Dr Rosalind Dubs
- Mr Graham Wackett
- Mr John Walkom
- Mr Ben Shields
- Ms Gretel Packer AM

Wildlife Conservation Committee (6)

Monitors population management, wildlife conservation, research and veterinary services. Consists of selected board members and external contributors from appropriate specialist fields:

- Dr Ian Roth – Chair
- Dr Rosalind Dubs
- Mr John Walkom
- Prof Richard Kingsford, University of NSW
- Ms Brooke Taylor
- Mr Steve Coleman, RSPCA NSW
- Dr Simon Longstaff AO, The Ethics Centre

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 Michelle Campbell (Veterinarian)
- Dr Peter Johnson (Veterinarian)
- Mr David Roden (Independent representative)
- Mr Harold Eagleton AM (Independent representative)
- Dr Catherine Brett (Animal welfare representative)
- Mr Aaron Purcell (Animal welfare representative)

The committee reviewed and approved 14 new projects. The committee also approved 21 ongoing projects and 8 amendment applications.

Science Advisory Council (7)

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.

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

Taronga Aboriginal Advisory Group, Cammeragal Country

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

- Prof Dennis Foley
- Susan Moylan-Coombs
- Francis Bodkin
- Gavin Andrews
- Caroline Glass-Pattison
- Kerry Toomey
- Claire Beattie
- Gary Field
- Paul Sinclair
- Roxanne Saunders

The priority is to further establish Taronga Western Plains Zoo's Community Yarn Ups and the Taronga Aboriginal Advisory Group (TAAG) Wiradjuri Country.



CHAIRMAN'S REPORT

The past twelve months have been challenging times. I'm pleased to report that despite the ongoing impact of the COVID-19 pandemic, Taronga has continued to achieve significant outcomes for wildlife conservation, education and science.

Taronga is a mission and purpose driven organisation and I'm proud to say that the Taronga team across both Zoos have demonstrated resilience, commitment, and creativity in managing through this difficult environment and seizing new opportunities.

Following the re-opening of Taronga's two Zoos in June 2020, Zoo Friends memberships ended the year with a record 142k current active members. This demonstrates the overwhelming support we have received from the community which has enabled us to continue our vital conservation work and wildlife care.

To support the NSW Government's COVID-19 response, more than 40 Taronga employees were redeployed to NSW Health, where they provided support at the contact tracing centre, not only with investigations and customer service but also in software training for new recruits. Another 59 Taronga employees were also redeployed to Energy NSW's new program, the Energy Accounts Payment Assistance (EAPA) Scheme. This work was a key element of the NSW Government's assistance programs for those suffering the impacts of COVID-19. I would like to take this opportunity to thank these Taronga employees for their flexibility and dedication in supporting the people of NSW. This truly highlights the diverse skills and experience of the Taronga workforce.

The NSW Government's Dine & Discover program has given our broader community access to inspiring wildlife experiences, while building important connections and empowering individuals and families to make a contribution to wildlife conservation. We're also thrilled with the success of Taronga TV, which has continued to keep the community updated with what is happening across Taronga's Zoos from their living rooms.

Taronga TV features a range of online keeper talks, behind-the-scenes experiences, conservation stories and 24-hour live streams.

On World Wildlife Day, Taronga launched its new Strategic Plan 2021-2025. The new strategic plan was jointly launched with the NSW Minister for Energy and Environment, the Hon. Matt Kean. At the launch, Taronga pledged to use its unique skills and expertise to turnaround the plight of the Platypus and other threatened species. Taronga has since secured over \$10m from the NSW Government, the RSPCA NSW and generous donors, to build Platypus Refuge and Research Facilities across both sites. These facilities will provide refuge for over 75 Platypus should there be a drought, fire or disease impacting the species.

Taronga has continued to excel in the environmental sustainability space through its programs such as its Litter Free Oceans campaign which has reached over two million people, engaging over 800 schools and 200 businesses in raising widespread awareness of the impact of plastic pollution. This leadership has been echoed across the organisation with Taronga significantly reducing single-use plastics from food and beverage outlets. Approximately 80% of single-use plastics have been removed as a result. Another great program which aims to empower primary school students to develop STEM based solutions to protect wildlife is Project Penguin. At the Project Penguin Expo Day, we had more than 700 Year 4 students and their high school mentors at Taronga Zoo Sydney (TZ) displaying 36 creative and innovative projects raising awareness and solutions to the issues threatening Manly's Little Penguin population.

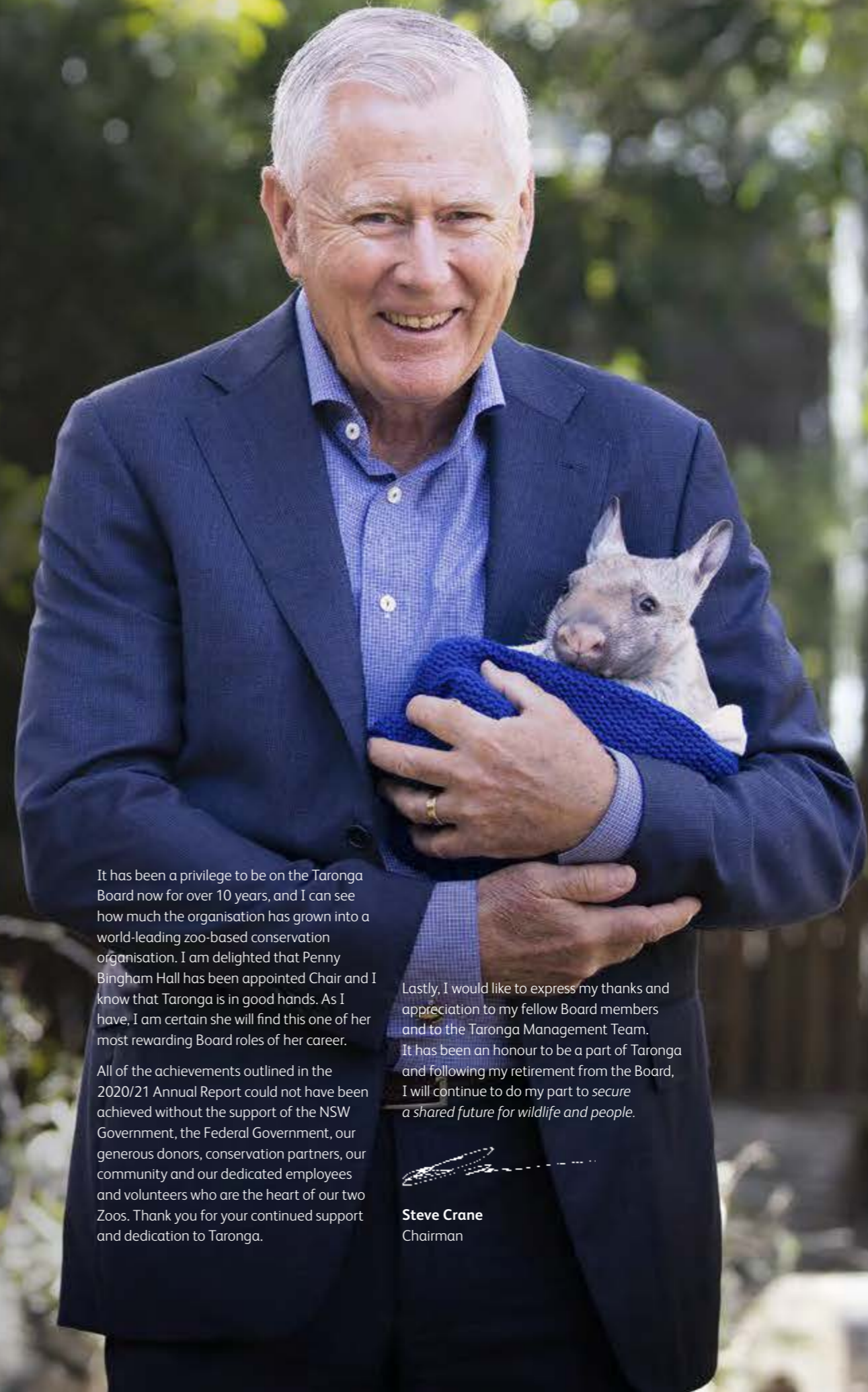
Something that I am personally proud of is Taronga's leadership in safety. A new safety

management system, TarongaRISE, was successfully implemented and is a testament to our employees who 'RISE to safety'. This system has resulted in an increase in proactive engagement by all employees in raising safety awareness and has led to very positive safety outcomes through the management of injuries to prevent a lost time injury and ensuring controls are in place to mitigate safety risks in the workplace.

At the heart of our Zoos are, of course, the animals, and with the opening of TZ's new African Savannah exhibit, we welcomed back Lions for the first time in more than five years - much to the delight of the community. We have exciting plans to increase the pride with the addition of female Lion 'Maya' in October 2021.

Taronga has had another successful year of breeding. At Taronga Western Plains Zoo (TWPZ) we welcomed the birth of Black Rhino calf 'Sabi Star' named after the beautiful and rare flower found in Zimbabwe. This is the fourth calf for experienced mother, 'Bakhita'. TWPZ also welcomed two Spider Monkey babies and two Giraffe calves. At TZ we welcomed a New Zealand Fur Seal pup, 'Birubi' who is now well settled at the Zoo and a favourite amongst our guests and employees.

Thanks to the support of the NSW Government, Taronga was awarded funding of \$37.5m for the Taronga Wildlife Hospitals program - a four-year capital project across both Zoo sites which will deliver Australia's first specialist wildlife veterinary teaching hospitals. This is Taronga's most ambitious fundraising project with work currently underway to seek support from our donors and community. The program of works will also include a new Reptile and Amphibian Conservation Centre in Sydney.



It has been a privilege to be on the Taronga Board now for over 10 years, and I can see how much the organisation has grown into a world-leading zoo-based conservation organisation. I am delighted that Penny Bingham Hall has been appointed Chair and I know that Taronga is in good hands. As I have, I am certain she will find this one of her most rewarding Board roles of her career.

All of the achievements outlined in the 2020/21 Annual Report could not have been achieved without the support of the NSW Government, the Federal Government, our generous donors, conservation partners, our community and our dedicated employees and volunteers who are the heart of our two Zoos. Thank you for your continued support and dedication to Taronga.


Steve Crane
Chairman

Lastly, I would like to express my thanks and appreciation to my fellow Board members and to the Taronga Management Team. It has been an honour to be a part of Taronga and following my retirement from the Board, I will continue to do my part to secure a shared future for wildlife and people.

CHIEF EXECUTIVE REPORT

Taronga is a mission based organisation and I'm pleased to report that despite the huge consequences of COVID-19 on our operations and business model, Taronga's two Zoos delivered significant outcomes for wildlife conservation, science and conservation education over the past year.

On World Wildlife Day, Taronga launched its ambitious Strategic Plan 2021–2025, which builds on Taronga's expertise in tackling some of the most pressing issues our planet has ever faced. The Strategic Plan includes two new focus areas – sustainability and commitment to Indigenous culture – and solidifies Taronga's role in saving wildlife, inspiring people and driving change.

The COVID-19 pandemic has been challenging for everyone, including our international partners. At Taronga Zoo Sydney (TZ) we saw a significant reduction in onsite attendances and revenue. But we are pleased to report that at Taronga Western Plains Zoo Dubbo (TWPZ), attendances and commercial revenues have exceeded all previous records. This is the case across day visitors, overnight accommodation and commercial income.

We were also delighted to report that this year the Taronga Foundation achieved an income of \$18.8m, the highest in its 20-year history. This is a remarkable result and is due to the support from our generous donors through our Gifts in Wills program and Major Gifts, and Corporate Partnerships with organisations such as Citi Group, Mastercard, Cadbury, Red Energy and QBE. A highlight in

the calendar was the Taronga Western Plains Zoo Ball. Led by Committee Ball Chair Jen Cowley, the event raised more than \$180,000 to support the vital work of our Dubbo Wildlife Hospital. I would like to extend my thanks to the Foundation Chair, David Paradise, for his leadership and expertise.

Taronga has continued to respond to the devastating impacts of the Black Summer Bushfires by focussing on the recovery of key species and preparing our teams and the wildlife sector to respond to future crisis events. Through funding support from the NSW Government, the Commonwealth and our donors, Taronga established the Professional Development Course in Wildlife, which has been completed by 289 veterinary professionals. Taronga's experts have also led the development of a new Wildlife Assist App, which provides a guide to caring for fire-affected wildlife and collects user-generated data for scientific analysis.

In September 2020, 10 Bilbies from the TWPZ Sanctuary were reintroduced to Sturt National Park – the first time in 100 years that Bilbies have been seen in the region. This was a monumental milestone and is a great example of many partners (including NSW National Parks and Wildlife

Service, University of New South Wales and local First Nations communities) working together for wildlife. At five weeks post-release, the females had young in their pouches, and founder survivorship was 100 per cent at three months post-release – all strong indicators of success. Taronga is now working with the National Bilby Recovery Team to prioritise reintroductions at rewilding sites across Australia.

The critically important conservation breeding program for the Plains-wanderer has performed exceptionally well, with 12 chicks hatching this year. This has been the most successful year for breeding since the program commenced. We now have 29 Plains-wanderers in the purpose-built breeding complex located in the TWPZ Sanctuary – part of the National Recovery Plan to establish a sustainable population that can support the reintroduction of wild populations. Taronga has also shared its expertise with other conservation zoos to build resilience in the breeding program.

The HATCH Accelerator Program is a new initiative that aims to support innovative ideas and actions to address environmental and conservation challenges. In this inaugural year we received 32 entries, from

which five projects were shortlisted. At the Final Pitch Event, \$50,000 was awarded to the winners 'Good-Edi', who presented the first edible and truly biodegradable coffee cup. I would like to thank the participants, mentors and subject matter experts for being a part of the program.

In partnership with the NSW Department of Community and Justice Services, NSW Health and Indigenous community members, Taronga has delivered a new program for trauma-affected young people living in out-of-home care. The 'Gili' program, which means to shine or sparkle in the Cammeragal local language, provides tailored education and mentoring by Aboriginal Elders and Taronga staff. Over the past six months we have seen participants shine with greater confidence and strength.

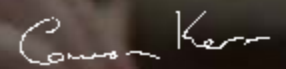
Taronga has also invested in our IT systems to streamline the way we work, implementing the second part of Project Elevate – three new roster-to-pay systems covering rostering, leave applications and payroll. Taronga's Purchasing team has built on the transition to S4 Hana Cloud in early 2020 and rolled out improved access and integration to key purchasing users across both sites,

improving the way Taronga manages spend, transactions and overall purchasing.

Investing in our employee's professional development is a priority for Taronga. Our former Chair Mr Len Bleasel AM, who has generously funded a Scholarship Program, has also committed to funding a new 18-month Leadership Program in collaboration with the University of Technology. This will provide 12 Taronga employees with an opportunity to complete a Diploma of Leadership and Management.

The Capital Works team have continued to deliver additional conservation facilities in consultation with Taronga's Aboriginal Advisory Group. A few highlights in the program include a new Northern Corroboree Frog conservation space, which can hold 500 Frogs, as well as securing funding to develop a Bellinger River Snapping Turtle breeding facility and a Platypus refuge and research facility across both sites. Early works for the new 'Iyora' Australia area have also commenced. The revitalisation of this space will provide our guests with the opportunity to experience the uniqueness of Australian wildlife and gain a deeper appreciation of Aboriginal culture.

Although the past 12 months have been a challenging time, there have also been so many achievements and successful outcomes that could not have been realised without the support from the NSW Government, the Federal Government, our valued supporters and our partners. I would like to make a special mention to the retiring Chair Steve Crane and Deputy Chair Nancy Fox for their invaluable guidance and support for Taronga, the executive and myself. I would like to also acknowledge and offer my deepest thanks and appreciation to our dedicated Board and committed employees, volunteers and students, who all work tirelessly every day to achieve our vision.



Cameron Kerr
Chief Executive

HIGHLIGHTS 2020-2021



Strategic Focus Areas

CONSERVATION OUTCOMES

Actively participate in wildlife conservation initiatives that ensure the long-term security of wildlife in suitable ecosystems and habitats.

Performance Indicators

- 12 critically endangered Plains-wanderer chicks hatched.
- 95 critically endangered Norfolk Island land snails born (*A. campbellii* and *M. suteri*).



100%
success rate for Regent Honeyeater breeding program – 33 chicks hatched in total

Highlight Achievements

- Taronga Western Plains Zoo commenced its first breeding season for the critically endangered Regent Honeyeater and achieved a 100% success rate, with all six breeding pairs producing more than one clutch of chicks. In total 33 chicks were hatched at Dubbo, helping to boost our insurance population of Regent Honeyeaters. Taronga Zoo Sydney also continued its successful Regent Honeyeater breeding program.
- In September 2020, 10 Greater Bilbies were released into the Sturt National Park, bringing them back to the area for the first time in over 100 years. Ongoing monitoring by the Wild Deserts project team has revealed the bilbies are thriving and have bred up to the three generations.
- The Plains-wanderer conservation breeding program went from strength to strength, with 12 chicks hatching in the last year. With only an estimated 500 Plains-wanderers alive in the wild, Taronga's breeding program is vital for the species' long-term survival and contributes towards the National Recovery Plan to support the establishment of a sustainable population.
- Taronga's Bellinger River Snapping Turtle program has had a number of successes in the last year, with six female turtles producing clutches, resulting in 54 healthy hatchlings, which are currently growing within the insurance colony. In November 2020, Taronga assisted with the release of 32 young turtles into the Bellinger River, adding to the 20 which were released in previous years.
- Taronga Zoo has established insurance populations for two critically endangered Norfolk Island land snails endemic to Norfolk Island and affected by invasive predators and climate change. This project has been carried out in collaboration with the Australian Museum, Parks Australia and Norfolk Island Regional Council.

WILDLIFE IN OUR CARE

Be a leader in the care and presentation of wildlife, providing positive welfare, dignity and respect for all.

Performance Indicators



A new nutritional pellet developed by Taronga will **save over 2500 tonnes of transport CO2 emissions annually** through local production

Highlight Achievements

- Taronga Western Plains Wildlife Hospital successfully treated the first recorded case of tetanus in a hippopotamus in human care. 'Kendi' was treated by the expert team at the Taronga Western Plains Zoo's wildlife hospital and recovered well thanks to their dedication and hard work. The entire hippopotamus group has now been vaccinated.
- Taronga Western Plains Zoo has seen breeding success with the birth of Eastern Black Rhinoceros calf 'Sabi Star' in February 2021, the fourth calf for experienced mother, 'Bakhita'. Taronga Western Plains Zoo also welcomed two Spider Monkey babies and two Giraffe calves.
- New Zealand Fur Seal are an endemic species found around Australia's coastline and are increasingly under threat in the wild. In December 2020 a New Zealand Fur Seal was born at Taronga Zoo's pinniped breeding facility. The pup 'Birubi' was healthy and is the first New Zealand Fur Seal pup to be born at Taronga in over 20 years and will be an important ambassador for the species.
- With the opening of Taronga Zoo's new African Savannah, came the return of African Lions. Male lion brothers 'Ato' and 'Lwazi' settled in quickly to their new habitat, providing a breathtaking guest experience. In October 2020, female lion 'Maya' arrived from Taronga Western Plains Zoo to be introduced to the male pair with the hope of breeding.
- Taronga's Nutritionist designed a pellet to feed even the most sensitive herbivores. Taronga's custom pellet replaces over 90% of the commercial pellets fed in Sydney and 45% of those in Dubbo. This initiative has long-term financial, environmental and health benefits and Taronga is now investigating opportunities to make this feed available to other zoos.

EXCELLENCE IN CONSERVATION EDUCATION

Increase participation and inspire action for the wild through innovative and authentic education programs.

Performance Indicators

- Taronga's Professional Development Course in Wildlife has been completed by 289 veterinary professionals.
- 100,000 school students and teachers engaged through Taronga's online classes.



Taronga's emergency course for vets and veterinary nurses has been accessed

3,000 times

Highlight Achievements

- Taronga Conservation Society was successful in winning the tender to partner with the Department of Planning, Industry and Environment to produce a Wildlife First Response training package for NSW firefighters.
- Thanks to support from the Commonwealth and State recovery schemes, as well as generous support from our donors, Taronga has continued to respond to the devastating Black Summer Bushfires, with a focus on the recovery of key species, and preparing our teams and the wildlife sector to respond to future crises.
- Taronga has created an emergency course for veterinary professionals, which has been accessed nearly 3,000 times, and Taronga's Professional Development Course in Wildlife has been completed by 289 veterinary professionals.
- Taronga's Nutrition and Science team have led the development of the 'Wildlife Assist' app - a tool to create networks to coordinate the deployment of food, water and shelter, and to provide an evidence-base for best-practice provisioning of these in an emergency.
- Taronga's final year Wildlife Conservation Degree students were the first to undertake the new Wildlife Management study unit. Students were given a unique opportunity to learn directly from academics, scientists, keepers and vets from both the University of Sydney and Taronga. A highlight for the students was the opportunity to develop field skills such as spotlighting and bilby trapping.



Bellinger River Snapping Turtle Hatchling – Amy Russell

TRANSFORMATIONAL GUEST EXPERIENCES

Attract an increasing number of guests to our Zoos and inspire action through experiences that increase knowledge and change people's attitudes and behaviours.

Performance Indicators

- 128% increase in revenue from previous year at Taronga Western Plains Zoo.
- Me-Gal Restaurant at the Wildlife Retreat at Taronga awarded Two Chef Hats by the Australian Good Food Guide, the first zoo to receive such an honour.



96% occupancy rate for Zoofari and a six-month advance booking period

Highlight Achievements

- Taronga Western Plains Zoo has seen unprecedented demand for bookings, with Zoofari Lodge experiencing an extended advanced booking period of six months and a consistent occupancy rate of 96%. Taronga Western Plains Zoo's Waterhole precinct experienced its first full-year of operation, helping our in-grounds catering revenue exceed the prior year by 128%.
- Taronga's Wildlife Retreat was recognised in some of the leading hospitality awards, winning "Best International Sustainable Hotel" in the International Hotel Awards 2020 and a "Best of the Best" Travellers' Choice Award from TripAdvisor. Demand for the Wildlife Retreat has grown more than expected since it reopened following the first NSW lockdown, and has enough demand to open Thursday to Sunday nights.
- The Taronga Centre was given a major refurbishment this year, with new flooring installed as well as aesthetic work carried out to the bars, foyers and hallways. This modernisation has appealed to both the corporate and wedding markets. In March 2021, the function arm of Epicure's on-site operations earned over \$880k – the highest amount of revenue earned on record within a single month by over \$100k.
- Taronga's Wild Ropes has also had a strong year, hosting over 4,400 climbers in April 2021, the second highest number of patrons in a single month since opening in December 2014.

ENGAGE AND INFLUENCE

Engage, grow and mobilise our members, supporters and networks to achieve positive outcomes for wildlife.

Performance Indicators

- More than 1,200 pieces of video content produced for Taronga TV.
- More than 300,000 hours of watch-time clocked across all Taronga TV channels.
- 2 million people reached through the Litter Free Oceans campaign. Over 800 schools and 200 small-medium businesses have taken part, with 2000 individuals committing to reducing their plastic footprint.



95 million audience reach through Taronga TV

Highlight Achievements

- Taronga's online offerings have had another successful year. Taronga TV has become a permanent and much-loved fixture and Taronga's online education program has continued, delivering Q&A sessions, virtual lessons and education events.
- Taronga was recognised for its leadership in environmental sustainability at the 2020 Department of Planning, Industry and Environment's Environment, Energy and Science Awards. Taronga was awarded the top prize for sustainability for its programs to educate and empower the community to reduce the consumption of single-use plastic items and avoid littering, including the Litter Free Oceans campaign.
- Taronga has demonstrated leadership by reducing single-use plastics by 80% across both Zoos, which has involved collaboration with suppliers to explore compostable, reusable or recyclable alternatives to packaging and to eliminate unnecessary litter-creating items such as straws.
- Helping lead innovation in sustainability, Taronga's inaugural HATCH Accelerator program is supporting 10 passionate founders leading five innovative sustainability initiatives. Winning initiatives includes Good-Edi, creators of the first edible and truly biodegradable coffee cup, and PoopLoop, a dog waste compost system for public green spaces.
- Taronga unveiled its new strategic plan in March 2021, with a pledge to save the platypus, along with a number of other threatened species. With the support of the NSW Environment Minister Matt Kean, Taronga achieved significant media interest and achieved wall-to-wall coverage across news media, showcasing Taronga as a leader in wildlife conservation.

Our Key Enablers

PEOPLE AND ORGANISATIONAL STRENGTH

Support and enable our people to achieve Taronga's vision and strategic objectives.

Performance Indicators

- 73% engagement level reported in the 2020 People Matters Survey.
- 16 employees were redeployed to NSW Health during the COVID-19 lockdown in 2020.
- An additional 25 employees redeployed to NSW Health during the current lockdown.



Highlight Achievements

- During COVID-19, Taronga assisted the NSW Government by deploying 16 employees to NSW Health to support contract tracing and a further 59 employees to Energy NSW's program to provide individuals support with paying their energy bills during the pandemic.
- Mr Len Bleasel AM continues to support Taronga and its people, with a Leadership Program, launched in March 2021, that gives 12 Taronga employees the opportunity to complete a Diploma of Leadership and Management (UTS) as well as other development opportunities.
- In June 2021, Taronga replaced its 40-year-old electrical supply cable to protect Taronga's future operations. Taronga's Asset and Capital teams managed the complex process to ensure that power remained on site throughout the duration of the cable replacement and replaced the well-worn cabling without incident.



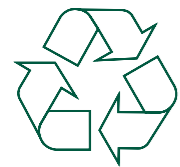
New Northern Corroboree Frog conservation space

FINANCIAL AND ENVIRONMENTAL SUSTAINABILITY

Continuous improvement and integration of financial and environmental sustainability.

Performance Indicators

- Over 95,000 Dine & Discover vouchers processed at both Zoos.
- Taronga one of the Top 10 Discover venues in NSW.
- 67% year-on-year increase in visitors at Taronga Western Plains Zoo, with a 144% year-on-year increase in admissions revenue.



Taronga Western Plains Zoo's new HotRot aerobic digester will divert more than **18 tonnes** of food waste from landfill each year.

Highlight Achievements

- A new Hot Rot organic processor has allowed Taronga Western Plains Zoo to divert food scraps and compostable packaging, which would otherwise have gone to landfill, to make compost.
- Taronga Western Plains Zoo welcomed a record number of guests in the past 12 months. The regional tourism boom that followed the first COVID-19 lockdown for NSW saw the Zoo 67% up on the previous year's total visitor result, 101% up on general admissions volume and 144% up on admissions revenue. This influx of visitation helped the Zoo achieve a strong commercial revenue result with tours, encounters and transport hire options being heavily booked through the year.
- The NSW Government's Dine & Discover NSW program had a significant impact on visitation in the lead up to the end of the financial year. Guests could redeem their vouchers online and Taronga was quick to integrate Dine & Discover messaging across Taronga's marketing channels. This resulted in Taronga becoming one of the Top 10 Discover venues in NSW, with in excess of 95,000 vouchers processed across both Zoo sites.

CENTENARY CAPITAL PLAN

Deliver the Centenary Capital Plan on time and on budget to secure Taronga's position as a leading conservation and nature tourism organisation.

Performance Indicators

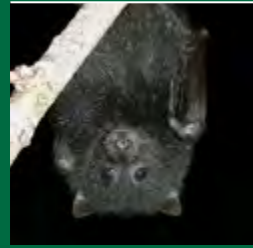
- \$37.5m awarded by the NSW Government for the Taronga Wildlife Hospitals program.



\$14m new Wildlife Hospital at Taronga Western Plains Zoo commenced construction in April.

Highlight Achievements

- The Taronga Capital Team have continued to deliver additional conservation facilities throughout 2020-21 with the design and construction of a new Northern Corroboree Frog conservation space. This facility provides increased breeding capacity and offers a guest-facing interface to showcase Taronga's conservation programs.
- Early works on the 'Iyora' Australia have begun. The revitalised area will allow guests to experience the uniqueness of Australian wildlife and gain a deeper appreciation of Aboriginal cultural connection of caring for animals and country. Preparation for the tender and delivery of the main construction phase is well underway in anticipation for the main works to commence in late 2021.
- In the 2020-21 NSW Government Budget, Taronga was awarded \$37.5m for the Taronga Wildlife Hospitals program – a four year capital project which will increase capacity for wildlife treatment, double teaching space to upskill future veterinary practitioners, and engage future conservationists through educational activities previously unable to be viewed by zoo guests.
- Construction of the new Wildlife Hospital at Taronga Western Plains Zoo commenced in April 2021. The \$14 million project will allow the Zoo to increase its capacity to care for injured and sick wildlife, as well as conservation and preventative health care programs at the Zoo. The new facility will also act as a teaching hospital to help educate and train the next generation of veterinarians.



Christmas Island

Habitat Health: Flying Fox Ecology & Health;
Threatened reptile translocation science

Photo: Jane Hall



**Field Grants:
Northern Territory**

Restoring populations of endangered Great Desert Skinks at Newhaven Wildlife Sanctuary (conservation partnership with Australian Wildlife Conservancy)

Photo: Nathan Johnson



Northern Territory

Collaborative science for monitoring marine megafauna

Photo: Kendra Baker



Taronga Western Plains Zoo Dubbo

Comparing habitat preferences and relative success of Greater Bilby founder groups from different source populations within the Taronga Western Plains Zoo Sanctuary

Photo: Rick Stevens



Taronga Western Plains Zoo Dubbo

Conservation breeding of the Plains-wanderer

Photo: Vanessa Stebbings



Taronga Western Plains Zoo Dubbo

Building sustainable rhinoceros insurance populations



NSW

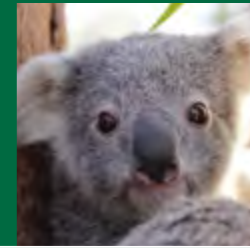
Marine Turtle critical habitat identification

Regent Honeyeater integrated conservation breeding and release



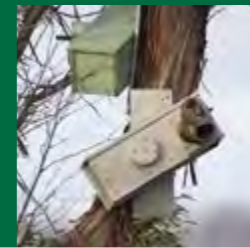
Great Barrier Reef

Coral cryobanking securing genetic diversity from different regions of the Great Barrier Reef



Port Stephens

Conserving Koalas in peri-urban areas: Fine-scale Koala distribution mapping to underpin the ongoing management, rehabilitation and release strategies.



Nowra

Monitoring post-fire wildlife use of tree hollows and nest-boxes



Myall Lakes National Park

Pragmatic predator management: forging new tools and strategies for human-dingo coexistence and ecosystem management

Photo: Paul Fahy



Montague Island

Impact of changing prey availability on Australian Little Penguins in NSW

Photo: Lorinda Taylor



Kosciusko

Southern Corroboree Frog translocations and strategic biobanking to secure genetic diversity

Photo: Lorinda Taylor



Brindabella Mountains

Northern Corroboree Frog translocations and strategic biobanking to secure genetic diversity

Photo: Paul Fahy

NSW Northern Tablelands Threatened frog surveys & reproductive research including strategic biobanking for securing genetic diversity

Australia (nationally)

Wildlife Assist: Developing a mobile app for monitoring and researching the provision of food, water and shelter in-situ in bushfire affected areas

Taronga's Australian Registry of Wildlife Health: Wildlife health preparedness and response including disease investigations to support One Health programs

Frog mortality investigation

Big City Birds. Investigating wildlife adaptation to human land use change



Booderee National Park

Post-fire and post-translocation monitoring of threatened marsupials

Photo: Tony Britt-Lewis

CONSERVATION SCIENCE *in* AUSTRALIA

Over the last twelve months Taronga scientists, conservation officers and partner organisations conducted multidisciplinary programs under our unified mission of leading and supporting effective conservation through innovative science 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 current and future conservation challenges. Taronga plays a leading role in several national threatened species recovery programs and contributes to 16 state and national recovery programs. Together with partners in university, governmental agencies and non-governmental conservation groups, Taronga has garnered scientific grants from highly competitive funding bodies, including the Australian Research Council, to support these programs. Since 2011, just over \$1.8 million of philanthropic donations acquired through the Taronga Foundation have been leveraged to provide over \$14.2 million in scientific grants, allowing Taronga to continue to deliver wildlife conservation initiatives underpinned by our expertise spanning wildlife health, ecology, biodiversity conservation (reproduction and genetics), behaviour and nutrition.



North America

Building sustainable rhinoceros insurance populations



Kenya

Support to anti-poaching patrol at Biliyo-Bulesa Conservancy (partnership with Northern Rangelands Trust)
Diani Forest restoration and conservation education (field conservation grant to Colobus Conservation)
Two collars to re-collar key elephant candidates in the Northern Mara (field conservation grant to Mara Elephant Project)



Colombia

Restoring forests for Cotton-top Tamarins (field conservation grant to Proyecto Titi)



Cameroon

Reducing poverty to protect wildlife habitat in Central Cameroon (field conservation grant to Pan African Sanctuary Alliance)
Community-based mitigation of human-elephant conflicts (field conservation grant to Agriculture and Bio-conservation Organisation for Youth Empowerment and Rural Development - ABOYERD)



Ghana

Conservation efforts for the Slippy Frog (field conservation grant to Herp Conservation Ghana)
Photo: conservationleadership programme.org



Niger

Rehabilitation of the Park W Ecosystem in Niger (field conservation grant to TREE Aid Niger)



Republic of the Congo

Tchimpounga Chimpanzee Rehabilitation Center (partnership with Jane Goodall Institute Australia)
Photo: Delphine Bruyere



Botswana

Re Mmôgô (we are together) - Coexistence Officer and community support (field conservation grant to Botswana Predator Conservation Trust)
Conservation of Lions and other large carnivores in Botswana



Nepal

Intensive ID-based monitoring for the remaining small population of Greater One-horned Rhinoceros in Bardia National Park (field conservation grant to National Trust for Nature Conservation)



Indonesia

Sumatran Rhino Survival Alliance and reforestation partnership with the International Rhino Foundation
Camera trapping for Sumatran Tiger in Batang Angkola, North Sumatra (field conservation grant to Conservation International)
Community empowerment to curb wildlife trade and illegal logging, West Kalimantan, Indonesia (field conservation grant to Planet Indonesia)
Rhinoceros protection and reproduction with the Indonesian Government, International Rhino Foundation, YABI, Sumatran Rhino Survival Alliance, and partners



Vietnam

Rescue and release of Pangolins in Vietnam (partnership with Save Vietnam Wildlife)



South East Asia

Combatting illegal wildlife crime, Southeast Asia (partnership with TRAFFIC SE Asia)
Photo: TRAFFIC



Zimbabwe

Southern African Rhino Conservation (partnership with the International Rhino Foundation)
Photo: Prosthetic Head



Papua New Guinea

Strengthening adaptive management of ranger patrols in the YUS Conservation Area (field conservation grant to Tree Kangaroo Conservation Program)



New Caledonia

Improving the effectiveness of electronic deterrents to prevent shark bites
Photo: Sharkcrew



Madagascar

Working with local communities in Madagascar to restore Wetland and save the Madagascar Pochard from extinction (field conservation grant to The Wildfowl and Wetlands Trust)
Photo: Frank Vassen



South Africa

Black Mamba – All woman anti-poaching Unit (field conservation grant to Transfrontier Africa, NPC)
Cheetah and other vulnerable predator conservation through mitigation of human-wildlife conflict (field conservation grant to Cheetah Outreach Trust)
A community-based livestock guarding dog breeding project to conserve large carnivores in the Waterberg (field conservation grant to Endangered Wildlife Trust)

OUR GLOBAL REACH

Taronga's conservation work supports 26 projects focused on wildlife, habitats and communities in 15 countries around the world.

Whilst our borders may have been closed, Taronga still works on a global scale with partners to deliver outcomes for wildlife, habitats and communities. We work with communities to inspire and support individuals and businesses to champion and change their everyday behaviours to support wildlife conservation and environmental sustainability. Taronga directly contributed over \$275,000 to these projects, and more in in-kind support, through expert staff, conservation partners and through the long-established conservation partnership programs.

This work, along with that of our partners, is vital to identify and reduce key threatening processes, protect important habitat for wildlife and support healthy communities. From the Republic of the Congo to Indonesia and beyond, Taronga works with global conservation experts in the field to secure a shared future for wildlife and people.

THE TARONGA FOUNDATION CELEBRATES 20 YEARS

“

This year, the Taronga Foundation has celebrated its 20th anniversary – what an incredible milestone.

As the Chairman of the Foundation, I am delighted to be part of an organisation with a strong commitment to conservation, scientific research and education, and delivering solutions for wildlife.

Over the last 20 years the Foundation has achieved some outstanding outcomes and has raised more than \$100 million. These outcomes are only possible as a result of Taronga’s many supporters, individuals like you, as well as support from our corporate partners.

I am proud to be able to share some examples of conservation outcomes that have been achieved over this time as a result of your generous and continued support.

”

David Paradise AO
Chairman, Taronga Foundation



Taronga Rhinoceros Breeding Program

Taronga has a long history of supporting Rhino conservation, with Taronga Western Plains Zoo internationally renowned for its conservation and insurance breeding programs for the Indian Greater One-horned Rhino, the White Rhino and critically endangered Black Rhino. In fact, Taronga has the largest rhino insurance breeding program outside mainland Africa.

Taronga has also been involved for the past 20 years conserving Sumatran Rhinos in Indonesia, which are now considered one of the most endangered mammals on earth with less than 80 individuals remaining.

Taronga actively supports conservation efforts for wild Rhinos in Africa, Indonesia and India providing funds and support for anti-poaching and wildlife protection units, habitat protection and restoration, and expertise in veterinary care and reproduction of Rhino.

Taronga’s Institute of Science and Learning

In 2014, Taronga embarked on an ambitious plan to develop and build the world-class Institute of Science and Learning, the first of its kind in the Southern hemisphere. Part funded by philanthropy, corporate support and support from the NSW Government, the Institute was opened by the Duke and Duchess of Sussex in October 2018. The Institute brings science and learning together with immersive habitat classrooms themed around desert, rainforest and woodland habitats, and purpose-built laboratories such as the CryoDiversity Bank, multi-disciplinary research laboratory and teaching laboratory.

Taronga’s aim is to inspire and educate the next generation of conservation scientists. The Taronga Institute supports the essential need for contextual STEM learning and, together with the wider Zoo sites, provides authentic, interactive learning opportunities in an environment of working science. The co-location of teaching facilities and research labs creates tangible links between theory and practice.

Bringing Bilbies back to NSW

Greater Bilbies have been extinct in NSW for over 100 years. Thanks to philanthropic funding, Taronga established a 110-hectare breeding sanctuary, free from predators including foxes and feral cats, at Taronga Western Plains Zoo Dubbo.

The first sanctuary-bred Bilbies were released into Sturt National Park in the arid north-western corner in NSW in September 2020. Cameron Kerr AO, Taronga Chief Executive was lucky enough to be in Sturt National Park to be part of the release and said: “To be able to release Greater Bilbies just 11 months after the program commenced in Dubbo is a true testament to the unique combination of skills across animal husbandry, genetics and conservation management at Taronga”.

Bellinger River Snapping Turtles

The Bellinger River Snapping Turtle is one of the rarest turtles on the planet after a virus wiped out more than 90% of the adult population in 2015. Scientists from the NSW Department of Planning, Industry and Environment were able to retrieve 16 healthy turtles from the river, which were relocated to a special quarantine breeding facility at Taronga Zoo in Sydney.

Taronga established a captive breeding program with the ambition to restore a healthy population back to the wild. To date Taronga has successfully hatched turtles at the special breeding facility and carried out a number of releases back into the upper Bellinger River, in the mid north coast region of New South Wales. The animals have tracking devices and are monitored by Taronga scientists to ensure they continue to thrive.

CONSERVATION OUTCOMES

Actively participate in wildlife conservation initiatives that ensure the long-term security of wildlife in suitable ecosystems and habitats.

Key Achievements

Platypus Conservation and Recovery

Taronga has secured over \$10 million to build Platypus refuge and research facilities across both Sydney and Dubbo, providing refuge for over 75 Platypus. Platypus care is highly specialised and these new sites are underpinned by the best science and animal welfare. Taronga continues to build on the partnership with the University of New South Wales' Platypus Conservation Initiative, supporting in-situ post-bushfire surveys and collaborating on evidence-based approach to species recovery and future emergency response plans. It is hoped that this expertise and collaboration will help Taronga to breed Platypus at its research facilities, and that the new facilities will help to slow the decline in Platypus numbers across New South Wales.

Saving Critically Endangered Land Snails

Taronga Zoo has established insurance populations for two critically endangered land snails (*Advena campbellii* and *Mathewsoconcha suteri*), endemic to Norfolk Island. This has been done in collaboration with the Australian Museum, Parks Australia and Norfolk Island Regional Council.

Sixteen adult *A. campbellii* and 16 *M. suteri* were collected from Norfolk Island in May 2021 and so far, 30 juvenile *A. campbellii* and 65 juveniles *M. suteri* have been born. The next step is to maintain consistent breeding as well as to observe and record details of the life history and husbandry guidelines of both species.

In parallel with the breeding program, the project aims to protect existing populations on Norfolk Island by the addition of woody debris, increasing rodent and chicken control measures, and assessing the effectiveness of these strategies via regular monitoring.

Soaring success for Regent Honeyeaters

Taronga Western Plains Zoo commenced its first breeding season last year for the critically endangered Regent Honeyeater. This breeding season proved to be a soaring success for the team with a 100% success rate, with all six breeding pairs producing more than one clutch of chicks. In total 33 chicks were hatched in the first breeding season at Dubbo helping to bolster the zoo-based insurance population for the Regent Honeyeater. The successful breeding program also continues at Taronga Zoo Sydney.

There is estimated to be less than 350 Regent Honeyeaters remaining in the wild, so every chick that hatches in the conservation breeding program is vital, with the aim to release into the wild to bolster numbers in key habitat areas in the future.

Back into the wild

In September 2020, 10 Greater Bilbies from Taronga Western Plains Zoo's Sanctuary were transported to Sturt National Park in the state's far north-west and released in the wild. This release into the Wild Desert project was a historic moment as it saw bilbies return to this area after being locally extinct for over 100 years.

To be able to release Greater Bilbies just 11 months after the program commenced in Dubbo is a true testament to the unique combination of skills across animal husbandry, genetics and conservation management at Taronga.

Ongoing monitoring in the Sturt National Park by the Wild Deserts project team has revealed the bilbies that were released in September are thriving and have been breeding.

Securing the Northern Corroboree Frog

The Northern Corroboree Frog is a critically endangered species that was greatly impacted by the bushfires throughout south-eastern Australia in early 2020. Close to 70% of the remaining populations of the species were impacted, driving the need to secure an insurance colony of the species from its most genetically diverse populations in the Fiery Ranges.

Throughout late 2020, a large new climate-controlled facility for this species was built in the Zoo, with capacity to hold over 500 individuals of the species. Sixty-six eggs were collected from a number of nests throughout their range to capture genetic diversity, in addition to the 100 eggs collected the previous year from a separate part of their distribution. With the construction of the new facility and the collection of eggs, Taronga Zoo has been able to work with its partners to establish a critical insurance population for this declining species.

Bellinger River Snapping Turtle conservation program

The Bellinger River Turtle program has experienced numerous successes within the last year. With less than 200 individuals left in the wild, the ex-situ breeding program is critical for the future survival for this species. During the 2020/21 breeding season, Taronga was able to produce clutches from six of the seven female turtles within the breeding program, resulting in 54 healthy hatchlings currently growing within the insurance colony. This is the largest number produced to date and the result of the dedicated work and careful observations of the keepers.

“

This release into the Wild Desert project was a historic moment as it saw bilbies return to this area after being locally extinct for over 100 years.

”



GREATER BILBY — RICK STEVENS



Furthermore, in November 2020, Taronga and its partners released the largest number of juvenile turtles to date. Thirty-two young turtles were released into the upper stretches of the Bellinger River, adding to the twenty that were released in previous years. These turtles are being closely monitored by field partners, with early results indicating that they are doing well.

Plains-wanderer Recovery Program

The Plains-wanderer is a critically endangered bird and the only remaining representative of the entire bird family Pedionomidae. Taronga manages Plains-wanderers across both Zoos and we have seen another successful year for the Plains-wanderer breeding program, rearing eight chicks. This year saw a first breeding with one of the founding Plains-wanderers collected from the wild, meaning that its genetics will now be represented in Taronga's breeding program. A Plains-wanderer pair that had never successfully raised young also managed to rear a clutch of chicks successfully for the first time.

PERFORMANCE INDICATORS	Target by 2021	Definition	2019/20	2020/21
Wildlife Conservation Wildlife in Taronga's care has an identified and communicated role in conservation	100%	Percentage is assessed via the Animal Population Assessment tool	90%	95%

Conservation Science and Recovery

Taronga's conservation science programs work to address a range of key threatening processes, impacting a diverse range of species, with a focus on some of the most critically endangered in Australia and around the world. Taronga participates in wildlife conservation initiatives that ensure the long-term security of wildlife in suitable ecosystems and habitats. Over the last 12 months, Taronga scientists, conservation officers and partner organisations have conducted multidisciplinary programs under our unified mission of increasing understanding and protection of wildlife through investigation, evidence-based application and communication of science to the community.

In the Water

Taronga continues to secure a future for Taronga's marine legacy species through successful multidisciplinary collaborations. Throughout the year, Taronga scientists focused on "identifying origins and habitat use of Green Turtles in NSW", a national priority for this threatened species. Taronga is using genetics and stable isotope analysis to identify natal origins and foraging grounds. The results of these combined analyses will build on the satellite tracking data collected through Taronga Wildlife Hospital's rehabilitation and release program.

The team has amassed samples from 344 stranded or deceased Green Sea Turtles that were collected by Taronga's Australian Registry of Wildlife Health and the Taronga Wildlife Hospital, as well as by collaborating partners spanning the NSW coastline, including Australian Seabird Rescue, Dolphin Marine Conservation Park, Department of Primary Industries and Irukandji Shark & Ray Encounters. To date, DNA has been successfully extracted from 261 green turtles and DNA sequences to identify maternal lineages have been obtained from 250 individuals, to identify the natal origins of green turtles in NSW waters.

Stable isotope analysis allows the comparison of the isotope signatures in the diet of turtles with those in their tissue samples. Between March and June 2021, 157 dietary items were collected from nine sites along the NSW coast from Bateman's Marine Park in the south to Cape Byron in the north. In collaboration with Griffith University, the team are analysing carbon, nitrogen and sulphur isotopes in all dietary samples and a sub-set of tissue samples. Results from this analysis will help us identify important sites for green turtle foraging in NSW. This will bring new information to understanding Green Turtle ecology in NSW and inform conservation management of the species.

Taronga and collaborators continued their work to safeguard the genetic diversity and health of the Great Barrier Reef (GBR) by cryopreserving cells of reef-building coral species from the annual spawning event. These samples will contribute to future reef conservation efforts by providing reproductive material for selective breeding of known coral lineages for reef restoration and repair. As with plant seedbanks, Taronga's CryoDiversity Bank of cells from coral and other wildlife represent an invaluable living and active repository, as cells can be thawed out decades, or even centuries, from now to produce living offspring. Providing that a healthy



Amphibian Sperm Cryopreservation

“**New facilities have been completed for the Critically Endangered Northern Corroboree Frog and Booroolong Frog.**”

habitat exists, these offspring can bolster the genetic diversity of priority populations and help ensure their long-term survival.

In December 2020, Taronga's reproductive biologists travelled to the central Great Barrier Reef for the tenth year running, to join collaborators at the Australian Institute of Marine Science's National Sea Simulator to collect and cryopreserve coral sperm over five nights of spawning. These corals were sourced from reefs close to Townsville and also reefs in the northern GBR with heat-tolerance traits. Samples from 55 individual colonies of 10 coral species including three new species were added to the CryoDiversity Bank bringing the total number of species banked to 29. In early 2021, Taronga embarked on a new critical phase through the support of the Reef Restoration and Adaptation Program (RRAP), the world's largest effort to develop effective interventions to help coral reefs resist, adapt to and recover from the impacts of climate change. A fundamental principle of RRAP is to work closely with Great Barrier Reef Traditional Owners, and engage different stakeholders, community groups and interests in the co-design, deployment and evaluation of proposed interventions or technologies. For the cryopreservation work, partnerships with Traditional Owner groups are crucial as corals are transferred from sea country to frozen biorepositories on Cammeragal and Wiradjuri Country.

On the Land

A long-term partnership with Koala Conservation Australia who operate Port Macquarie Koala Hospital, has been established in response to the Black Summer bushfires, and the continuing decline of Koala populations across NSW. The partnership will establish the first dedicated conservation breeding program for Koalas, which will produce genetically and behaviorally robust

animals for population reinforcement and reintroductions across the NSW North Coast Koala Management Area. Phase one of the project will establish an ex-situ conservation breeding population in excess of 50 individuals, producing 30 plus release animals per annum. This partnership will build the conservation tools necessary to mitigate the impacts of future climate change driven emergencies and reintroduce populations to recovering habitats.

Wildlife health investigations continued for Taronga's Australian Registry of Wildlife Health, particularly during and after the recent drought, bushfire and flooding events where conditions have been ideal for the emergence of previously unknown pathogenic agents. With part-support from the Federal Government's Bushfire Recovery Grants, the team focused on:

- Updating and making readily available several key wildlife health resources for wildlife carers and their veterinarians;
- Delivering webinars, video lectures and hosting a closed Facebook group to identify and mitigate wildlife and human disease risks in the drought and fire recovery period;
- Expanding diagnostic services to provide science-based decision support to wildlife carers; and
- Investigating diseases emergent in wildlife rehabilitation centres and in free-ranging wildlife to achieve a rapid diagnosis, risk assessment and communication among stakeholders to support timely response and harm mitigation.

Notably, the Registry conducted investigations for approximately 265 individual animal cases (comprising of 29 wildlife investigations) as part of existing service level agreements with the NSW Department of Planning, Industry and Environment and Parks Australia, including an emergent viral disease syndrome in macropods and a frog mortality outbreak commencing in early June.

Research that drives our understanding of ecosystem processes and threats to species and habitats continued for wildlife ranging from Koala populations in peri-urban environments to the Dingo, an important apex predator in the Australian landscape. Taronga's ecologists and partners from University of New South Wales, NSW National Parks and Wildlife Service and Midcoast Council established an innovative program with community representatives and Traditional Owner groups. This program aims to expand our knowledge of an important native apex predator and to forge new tools and strategies for human-dingo coexistence. This program is an example of Taronga's focus on effective wildlife-people co-existence strategies for keystone species to achieve meaningful community engagement and in the long term, resilient ecosystems. Researchers from Taronga and the University of Sydney launched the Big City Birds app to assist scientists with data collection to better understand and protect key urban species. Taronga scientists and collaborators at The University of Sydney were Finalists in the 2020 Eureka Prize for Innovation in Citizen Science for their research into the ecology of Brush Turkeys.

Australian Shark Attack File

To further assist with human-shark co-existence strategies, Taronga built on existing publications and long-term partnerships with government and universities on shark ecology, neurophysiology and deterrent device development, co-authoring a peer-reviewed article titled "Predicting potential future reduction in shark bites on people", published in Royal Society Open Science in March 2021.

Summary information and educational material including research on the electronic shark deterrents is accessible to the public online.

Threatened Species Recovery and Partnerships

Taronga leads several priority strategies in national threatened species recovery programs for species such as the Regent Honeyeater, Plains-wanderer, Greater Bilby and the Northern Corroboree Frog. In total, Taronga plays a leading role on 17 national and state-based recovery programs and contributes to many more. Collaboration and robust science are vital to the success of any conservation endeavor, and Taronga partners with government agencies and non-government organisations to deliver conservation outcomes for wildlife, habitat and communities.

In the past 12 months significant effort has continued to focus on the recovery of priority species impacted by the 19/20 Black Summer Bushfires. Taronga has established and expanded several threatened species insurance populations and conservation breeding programs in response to climate change driven impacts including extended drought and severe fires.

New facilities have been completed for the Critically Endangered Northern Corroboree Frog and Booroolong Frog. Both provide significant insurance populations that were founded with individuals translocated from fire impacted habitat, which were the last wild strong holds for these species. The Northern Corroboree Frog facility has capacity for 500 individuals while the Booroolong Frog facility can manage over 200 individuals, both programs will reinforce or reintroduce these species to the wild as habitat recovers.

Conservation Behaviour Lab

Taronga's ecologists and partners from University of New South Wales, NSW National Parks and Wildlife Service and Midcoast Council established an innovative program with community representatives and Traditional Owner groups. This program aims to expand our knowledge of an important native apex predator and to forge new tools and strategies for human-dingo coexistence. This program is an example of Taronga's focus on effective wildlife-people co-existence strategies for keystone species to achieve meaningful community engagement and in the long term, resilient ecosystems.

Taronga's Conservation Behaviour Lab has continued its focus on understanding how behavioural ecology influences species' resilience and the success of conservation actions, as well as the welfare of animals in Taronga's care. The team has worked closely with Zoo and external collaborators to enhance conservation programs, including the Regent Honeyeater breed for release program. A population viability analysis (PVA) was conducted to simulate the wild population trajectory and identify the management options with highest impact on population growth. Without intervention, severe population reduction or extinction for Regent Honeyeaters is predicted within 20 years. The PVA emphasised the important role of Zoo-based breeding for preventing extinction of the wild population. Recently published research has also identified traits that improve the success of birds released into the wild, including fledgling exposure to the song of wild Regent Honeyeaters, rearing in multi-species aviaries, and age at release. These results can help identify individuals that are predicted to have the best opportunity to survive and reproduce in the wild, a key performance criteria of the species' Recovery Plan.



Heat stress in flying-foxes

Taronga and Western Sydney University ecologists are investigating the movement behaviour and heat stress in flying-foxes. Using drone-acquired thermal images to assess the true number of flying-foxes roosting at a Sydney colony compared with the estimated numbers counted using traditional ground count methods, the study has shown that ground counts typically underestimate the population by 20%. This finding has important implications for local, regional, and national monitoring programs of the Vulnerable Grey-headed Flying-fox and Endangered Spectacled Flying-fox.

“ Taronga and Western Sydney University ecologists are investigating the movement behaviour and heat stress in flying-foxes. ”

WILDLIFE IN OUR CARE

Be a leader in the care and presentation of wildlife, providing positive welfare, dignity and respect for all.

Key Achievements

Australasian Region Elephant Welfare Tracking Tool

Taronga has taken the lead in the development of the Australasian Region Elephant Tracking Tool. The tool is designed to benchmark the current standards in elephant welfare across the region to develop a baseline, which will be used to develop a more complete understanding of what constitutes positive animal welfare for elephants and evaluate site-specific interventions designed to provide conditions in which elephants can thrive.

The tool has been developed in consultation with welfare specialists and husbandry staff across seven Australasian zoos and will complement and inform existing welfare mechanisms such as the Zoo and Aquarium Welfare Accreditation Program. Ultimately, it is hoped that the tool will assist zoos in making evidence-based management decisions that support positive welfare as well as document evidence of positive experiences that contribute to the lives of elephants in the care of zoos in the Australasian region.

Taronga's Custom Herbivore Pellet

Taronga's Nutritionist designed a custom pellet to feed even the most sensitive herbivores. The pellet replaces over 90% of the commercial pellets fed in Taronga Zoo Sydney and 45% of those in Taronga Western Plains Zoo, Dubbo, with long-term financial, environmental and animal health benefits. Taronga will save over 2,500 tonnes of transport CO2 emissions annually thanks to ensuring the pellet is manufactured in NSW. Taronga is now investigating opportunities to make this feed available to other zoos.

Rhino breeding success

Taronga Western Plains Zoo experienced strong breeding success over the past 12 months with the birth of Black Rhino calf 'Sabi Star' in February 2021. This is the fourth calf for experienced mother, 'Bakhita'. The Zoo also welcomed two Spider Monkey babies and two Giraffe calves.

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The Zoo also welcomed two Spider Monkey babies and two Giraffe calves.

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New Zealand Fur Seal (Long-nosed Fur Seal)

New Zealand Fur Seal are an endemic species found around Australia's coastline and are an important ambassador species due to the increasing threats they face in the wild. While New Zealand fur seals been housed at Taronga for many years, the breeding of these species have been challenging and the last successful breeding of these species at Taronga was over 20 years ago. However, on the 21 December 2021 a New Zealand Fur Seal pup was born at the Marine Mammal department's pinniped breeding facility. The pup 'Birubi' (southern cross) is a healthy pup which continues to thrive.



PERFORMANCE INDICATORS	Target	Definition	2019/20	2020/21
Wildlife at our Zoos are independently assessed as being in a positive welfare state	100%	Assessment is conducted of the wildlife on site. ZAA accreditation will be used until the Taronga tool is created and implemented	100%	100%
Number of avoidable animal welfare incidents	5	Incident is assessed as avoidable by the Taronga Animal Welfare Committee	5	6
Animal welfare incidents are remediated within 24 hours	100%	Actions are implemented within 24 hours to begin to address a welfare incident or negative welfare assessment is addressed	100%	100%
Number of wildlife rehabilitation cases	1,500	Number of cases treated at TZ and TWPZ	1,546	1,482

Taronga Zoo

In spite of the challenge presented by the COVID-19 pandemic, the Wildlife team at Taronga continued to maintain industry-leading standards of animal care and the presentation of wildlife. Guests were offered opportunities to connect and engage with wildlife through presentations, keeper talks and encounters in a COVID-safe environment.

Taronga hosted several workshops to support the NSW National Parks & Wildlife Service (NPWS) identify and manage pinniped haul outs, with an increasing number of seal sightings across the NSW seaboard resulting in a requirement for frontline NPWS rangers to attend and manage haul out events. In collaboration with NPWS, the Wildlife team tailored workshops to assist with the development of skills necessary to assess and improve their ability to safely manage seals while assessing the welfare of the animal should veterinarian attention be required.

The Wildlife team welcomed several Federal and State Government specialist dog units to Taronga, with units provided with insights into how behavioural husbandry is utilised to manage wildlife in Taronga’s care. The workshops were designed to provide Australian Federal Police assistance into how behavioural science can be applied in a dog training setting.

Keepers continued to provide specialist care for the critically endangered Northern Corroboree Frog, which was impacted significantly by the recent drought and bushfires. A new climate-controlled facility was designed and constructed to house the species and greatly increase Taronga’s capacity to provide optimum care for a large number of individuals. During the design and construction of the facility and the collection of eggs from critical sites, Taronga has worked with partners to establish a critical insurance population for the Northern Corroboree Frog.

Taronga’s new African Savannah saw the return of African Lions, which have not been part of the animal population for five years. Two male lions were transferred from the lion pride at Werribee Open Range Zoo, to Taronga Zoo. The brothers ‘Ato’ and ‘Lwazi’ were almost three years old and settled in quickly to the new lion habitat. The pair provided an amazing guest experience laying in grasses, climbing the trees and relaxing near guests. In October, female lion ‘Maya’ arrived from Taronga Western Plains Zoo and was introduced to the male pair with the hope of breeding.

In 2015, Chimpanzee ‘Naomi’ arrived from Givskud Zoo, Denmark. After a period of post-arrival quarantine and nearly two years of strategic introduction to Taronga’s chimpanzee community, ‘Naomi’ was successfully integrated into the group. ‘Naomi’ had two unsuccessful pregnancies in 2017 and 2019 with examination indicating a condition which obstructed blood flow through the placenta. In 2019 a reproductive examination was performed by a human obstetrician and specialist sonographer and a plan was developed to manage her carefully through her next pregnancy. Keepers began a behavioural husbandry program conditioning ‘Naomi’ to voluntarily participate in ultrasound sessions. In August 2020, ‘Naomi’ was confirmed to be pregnant and she was started on preventative treatment. Her foetus and placenta were monitored regularly via ultrasound and no abnormalities were detected. In October 2020, she gave birth to a healthy male, named ‘Niambi’. As ‘Naomi’ is unrelated in the regional community of chimpanzees the birth is highly significant.

Taronga Western Plains Zoo

The Wildlife team at Taronga Western Plains Zoo is responsible for planning and managing over 58 species, a number of these are listed as endangered or critically endangered. The past year saw new additions to key breeding conservation programs and improved management of key species.

The native conservation breeding programs for the Greater Bilby, Plains-wanderer and Regent Honeyeater all achieved growth with successful breeding results. The Greater Bilby program continued to see increase the population in the Taronga Sanctuary whilst 12 Plains-wanderer chicks hatched.

The Regent Honeyeater conservation breeding program had a very successful first year of breeding with 33 chicks hatching from six pairs, achieving a 100% success rate. This program has gone from strength to strength, with a flocking aviary established for the juvenile chicks to learn life skills with other species such as Malleefowl, White-winged Choughs and Scaly breasted Lorikeets. During this time, keepers have gained valuable knowledge in managing this species.



AFRICAN LION CUB — HARRY VINCENT



Black Rhino Calf – Rick Stevens

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Taronga Zoo and Taronga Western Plains Zoo participate in more than 73 breeding programs.

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While waiting for a Giraffe bull to mature, the breeding only produced one calf from the previous senior bull. Keepers had the opportunity to gain skills in hand raising a calf that was neglected by its dam. Unfortunately, the calf developed a gut infection and was euthanised. It had been 17 years since a calf had been hand raised and the skills gained are invaluable.

Black Rhino female, Bakhita delivered her fourth calf in February 2021, the fifteenth for the conservation breeding program in Dubbo. The Black Rhinoceros program continued its collaboration with the Charles Sturt University dental specialists to continue to ground-breaking dental health program for the species. The veterinary and keeping teams have also been working on chemical management of oestrus in a female black rhino with the hope of a future pregnancy.

Taronga Western Plains Zoo also welcomed five Meerkat pups, two Spider Monkey and sadly farewelled 'Mana' the breeding hippopotamus bull who was the last breeding bull in the region and a popular animal with guests.

The aged White handed Gibbons both suffered acute illness at a similar time and due to the efforts of the veterinary and keeping teams, both have recovered. An intensive conditioning program has continued for this species with the hope that regular health monitoring can continue in their formative years.

Breeding of ungulate species has been stalled for this year due to animal transfers being placed on hold by COVID-19 restrictions. Some internal moves have occurred including 27 Eland returned to their paddock and recently another nine moved to holding yards. Another significant move was processing 17 Tahki through the new hoof stock handling facility, a first for the facility and keepers. Since then Barbary Sheep have also been processed in the new state of the art facility to manage hoof stock herds.

The Zoo exhibits, pastures and the sanctuary have improved greatly from regular rain events and with this a mouse plague beset the site. Fortunately, the damage was limited with colder months heavily reducing the mouse plague numbers.

Collaborative Population Management Programs

Taronga Zoo and Taronga Western Plains Zoo participate in more than 73 breeding programs coordinated as part of regional or global species management programs, or directly contributing to wildlife agency endorsed species recovery actions. These programs are essential for maintaining the conservation value of zoo-based animal populations now and into the future.

In addition to participating in these programs, Taronga hosts 23 species management positions with Taronga staff coordinating these programs on behalf of the Australasian region. These staff receive training in small population management to guide animal transfer and breeding recommendations that consider genetic and demographic parameters and marry these against species biology and behaviour. With the Australasian Zoo and Aquarium Association overseeing just over 100 managed programs, Taronga's contribution of 23 coordinators is significant to the success of zoo-based conservation breeding programs.

Taronga Wildlife Health and Rehabilitation

Wildlife Hospitals

Taronga's veterinary teams are committed to providing the highest quality health care for its animals and the wildlife admitted in both Sydney and Dubbo, as well as responding to wildlife crisis events. Delivery of the veterinary health program is a key component of Taronga's commitment to best practice animal welfare, biosecurity, conservation and science.

The Wildlife Hospitals at both Sydney and Dubbo operate under a veterinary calendar of preventative medicine, ensuring the health and wellbeing of animals is prioritised. Oversight of animal nutrition and housing is combined with the development of quarantine, vaccination and disease surveillance programs. Health assessments are scheduled for animals throughout the various life stages, including at critical phases such as during growth and in old age. Additionally, Taronga provides consultancy services to other zoos and wildlife and welfare agencies.

Taronga Zoo

The catastrophic bushfires of 2019-20 brought a dedicated focus to improving nationwide response capabilities. Taronga Wildlife Hospital's bushfire wildlife emergency response preparedness included the purchase of critical response equipment and bushfire awareness fireground safety training. The veterinary team were intimately involved in NSW bushfire wildfire emergency response preparedness that included development of wildlife first aid training and a booklet for first responders, wildlife emergency response taskforces and Tele-vet service trial for emergencies.

As a component of Taronga's Veterinary Professional Training in Wildlife Treatment and Care, the team conducted eight workshops, and trained 190 veterinarians and veterinary nurses. This training is crucial to improving welfare outcomes for sick, injured and orphaned wildlife presented to general practice veterinarians in NSW.

Taronga welcomed its first veterinary resident in over two decades. The Conservation, Wildlife and Zoo Medicine Residency Program is a partnership with Murdoch University and includes clinical training in all aspects of zoo and wildlife medicine, as well as related wildlife conservation and fieldwork opportunities. The research component of the program will be on Platypus health in NSW and disease risk assessment.

Koala Retroviruses are associated with significant disease in both free-ranging and zoo-based Koalas and is a key threat to Koala populations. There have been many scientific developments regarding the understanding of these viruses and Koala host biology. Translating this knowledge into improved Koala management practice is crucial for future Koala conservation and management efforts. An international Koala Retrovirus Symposium was held in May 2021 with Taronga playing a crucial role in the organisation and hosting of the symposium. The Symposium brought together scientists, and Koala veterinarians and managers to disseminate the latest foundational science on Koala retrovirus, translating it into practical management deliverables, and identifying the key gaps in current knowledge and practice.



Nutrition

Taronga partnered with RSPCA Australia and the University of Sydney to plan research on the provision of food, water and shelter in situ following bushfires using Taronga's Wildlife Assist App. Droughts, floods, bushfires and COVID-19 have all affected the availability of food for wildlife in situ and in zoos. Managing the cumulative effects required adapting diets monthly to cope with rising costs, coordinating donations, diversifying supply and sourcing food locally to minimise animal food costs and carbon footprint while successfully maintaining a consistent, quality food supply.

Taronga Western Plains Zoo

The Wildlife Hospital at Taronga Western Plains Zoo oversaw a number of critical veterinary health programs for the Zoo animal residents including those with the predisposition to age-related health issues. Taronga's aged animal assessment program is predicated on strategic veterinary clinical assessment of older animals and aims to ensure optimal quality of life by the early detection and pre-emptive management of health problems.

Conservation breeding programs in zoos are cooperative and individual breeding animals are required to be moved between institutions regularly to ensure that the genetic diversity in zoo-based populations is maintained. Veterinary oversight of animal transfer is necessary to ensure the wellbeing of individuals during transport and that the risk of disease transmission is managed. International transfers are the most complex as they must comply with strict biosecurity requirements. This requires Zoo veterinarians to manage animals through a period of stringent pre-export isolation and disease testing. The Wildlife Hospital managed the international transfer of a coalition of cheetah and a siamang ape this year. The Wildlife Hospital team also accompanied an Asian Elephant bull during transportation from Dubbo to Melbourne for the male to join a new breeding group.

Detection and management of disease in wildlife patients is often challenging. A hippopotamus presented with 'lockjaw', unable to eat or drink. The diagnosis was tetanus, a bacterial disease that causes muscle spasm. These typically last for weeks and patients often die. Tetanus is very rare in hippopotamus so a treatment plan was developed extrapolating from the principles of treating horses. The animal required to be fed by stomach tubing under anaesthesia daily for six weeks until the animal recovered.

Wildlife Rehabilitation

Wildlife Rehabilitation

Taronga Zoo

The Taronga Wildlife Hospital rehabilitation program provides veterinary treatment and rehabilitation for sick, injured and orphaned native wildlife. Government wildlife agencies, rescue and wildlife care organisations and Taronga also work together to provide care for wildlife in emergencies and during significant wildlife disease outbreaks.

Taronga Wildlife Hospital received 724 sick, injured or orphaned native animals for treatment and rehabilitation last year. These included 389 birds, 213 mammals, 112 reptiles, and 10 amphibians. Twenty-six endangered marine turtles comprising 16 Green Sea Turtles, six Hawksbill Turtles and four Loggerhead Turtles were treated. Nine marine turtles were released with satellite tracking devices as part of the Taronga Marine Turtle Satellite Tracking program. This research project monitors the movement and survival of marine turtles after rehabilitation and assists in identifying critical habitat for marine turtles in the Sydney Basin. Co-operation with Sydney Harbour Water Police enabled release of turtles at sea and a juvenile Flatback Turtle was flown to Cairns for release at Cape York with assistance from Fitzroy Island Marine Turtle facility.

Thirty-five birds from 22 species were leg banded and released as part of the Australian Bird and Bat Banding Scheme Taronga Rehabilitation program. These birds were found in a wide variety of habitats throughout the Sydney Region including the Zoo grounds.

Birds were returned with leg bands as part of the Taronga is Habitat Project and will be monitored for survival, movement and habitat use.

Taronga Wildlife Hospital assisted in the Bushfire Response at North Head in Sydney when a hazard reduction burn escaped containment and burnt a significant section of the headland with damage to local flora and fauna. Hospital staff treated Common Ringtail and Brushtail Possums, a Pygmy Possum, Eastern Blue-tongue, Eastern Water Dragon and Marsh Snake at the hospital and deployed staff members to assess and treat affected animals on the fireground.

Taronga Western Plains Zoo

Taronga Western Plains Zoo's Wildlife Hospital received 758 sick, injured or orphaned animals for assessment and treatment last year. This included birds, mammals, reptiles and amphibians widely found in the central western region. The Wildlife Hospital operates a wildlife service to both registered wildlife carers and members of the public.

The expertise of Taronga's veterinarians is widely recognised. Wildlife Hospital vets were engaged by the NSW Department of Planning, Investment and the Environment to develop an online training module for domestic animal veterinary colleagues to enable acquisition of the skills to provide initial care to native animals presented to them. Course participants attended a workshop presented by Wildlife Hospital vets in Dubbo aimed at consolidation of skills. The workshop was run twice this year and was well attended and well received.



EXCELLENCE *in* CONSERVATION EDUCATION

Increase participation and inspire action for the wild through innovative and authentic education programs.

PHOTO CREDIT — RICK STEVENS

Key Achievements

Wildlife First Response Handbook and Training Course

Taronga was successful in winning the tender to partner with the NSW Department of Planning, Industry and Environment to produce a Wildlife First Response training package for NSW firefighters. This training aims to improve the coordination and capability for wildlife response in bushfires and equips firefighters with the knowledge to assess and report injured wildlife, as well as provide assistance and transport wildlife where appropriate. Work on the course is ongoing and is expected to be delivered in September 2021.

Taronga University Sydney Learning Alliance – Taronga Wildlife Conservation

As part of a unique shared degree with the University of Sydney, final year Taronga Wildlife Conservation degree students were the first students to undertake the WILD4001 Wildlife Management unit of study. This ran as an intensive unit over a two-week period in February 2021. One of those weeks was held at Taronga Western Plains Zoo in Dubbo. Students were given a unique opportunity to learn directly from academics, scientists, keepers and vets from both the University of Sydney and Taronga. The time spent in Dubbo provided students with the chance to gain and apply practical skills in wildlife conservation in the field. A highlight for the students was the opportunity to go into the Sanctuary and learn field skills such as spotlighting and bilby trapping.

Digital Youth at the Zoo

Taronga's Youth at the Zoo (YATZ) program provides opportunities for young people at Taronga Zoo and Taronga Western Plains Zoo to participate in a range of onsite activities, gaining practical skills and industry experience whilst volunteering and interacting with Taronga staff and guests.

These onsite activities are key elements to the success of the program however over the past 12 months a digital program was created to ensure an ongoing connection and engagement with all members during COVID-19. This digital offering ranges from education workshops, keeper talks and environmental at-home challenges to, facilitated workshops focussing on youth well-being during a pandemic.

As a result of this high level of digital engagement throughout 2020/21 Youth at the Zoo has seen its largest membership intake to date, with 614 youth joining the program, 30% above expected membership numbers.

Sustainable seafood impacts

Taronga's Seals for the Wild continues to drive awareness of the Marine Stewardship Council (MSC) logo which helps consumers choose sustainable seafood. Visitor recognition of the MSC logo as the best choice for sustainable seafood increased from 13% in 2016 to 52% (for those who had watched the show) and 30% (for those who hadn't) in 2020. Guests who had viewed Seals for the Wild were also likely to look for or purchase MSC seafood.

Digital Engagement Throughout a Global Pandemic

COVID-19 altered the fabric of school education, requiring innovation and new ways of thinking to lead the engagement of school students with environmental education and critical conservation issues. Throughout the COVID-19 pandemic, Taronga Education connected directly with over 40,000 school students and teachers using virtual platforms, including interactive Q&A sessions with conservation experts, virtual excursions to the Taronga Institute of Science & Learning and Wild Snaps photography competitions.

The success of these digital engagement initiatives also provided opportunities for collaborative partnerships to continue to foster with project partners such as NSW Department of Education's Technology 4 Learning team. This ongoing engagement with K-12 students and teachers solidified Taronga's place as a leader in conservation and environmental education and established a strong foundation for Taronga to remain front-of-mind for schools as face-to-face activities were permitted to recommence.

Project In Situ Online

For the first time in its 14-year history, Taronga's iconic Project In Situ was conducted virtually in 2020 for Project Koala, delivered in partnership with Sydney Catholic Schools. Project In Situ is an award-winning project that brings together conservation and community partners to empower students to act for a local wildlife species under pressure.

As koala populations across Eastern Australia plummet, enlisting the next generation of their ambassadors will be critical in securing their future in the wild. The 175 participating students from five primary and secondary schools connected with the species and people behind safeguarding koalas' future, built empathy and understood the pressures koalas face in the wild, and collaborated with experts all from the convenience of their classrooms. They then used these experiences to inform the design of their STEM-based conservation solution prototypes.

COVID-19 restrictions eased at a timely opportunity for Brigidine College to host a COVID-safe Project Koala Expo Day to celebrate the 10-week project and showcase student achievement. This first all-digital Project In Situ now paves the way for the ongoing development of this concept to further increase the reach and impact of this keystone education program.

Education

Education is one of Taronga's highest priorities. Taronga offers a range of education and learning programs for primary and secondary students through to tertiary, vocational and teacher professional development. These programs are delivered on various platforms both onsite at Taronga's two locations, and as outreach programs within the community and increasingly through digital means.

School Education Programs

All Taronga school education programs are delivered by qualified teachers, including onsite employees provided by the NSW Department of Education, Catholic Schools Office and Taronga Zoo. The school education team, together with the wider Zoo, provides authentic, interactive learning opportunities in an environment of working science. Education programs aim to provide students with the skills, attitudes and knowledge required to contribute to conservation.

Teacher Engagement

To support teachers in implementing the Science and Geography syllabus, the school education team has developed and delivered professional learning for teachers both onsite and at events including EduTECH and the Geography Teachers Association Conference.

Taronga Teachers Association (TTA) is a membership for Taronga ambassadors who want to become leaders in environmental education. In the past year, significant efforts from the marketing and education team have been made to promote TTA Zoo Friends resulting in 373 new members and the association reaching over 1,000 members for the first time since it was established.

Zoo Snooz

Despite the first half of the year being non-operational, ZooSnooz was the fastest program to recover from COVID-19 with schools returning to the Zoo quickly in late 2020. Over 3,400 students experienced exclusive night and early morning walks and behind-the-scenes keeper talks through these immersive overnight experiences. At Taronga Zoo, students sleep at the concert lawns tent site or Backyard to Bush house. Students visiting Taronga Western Plains Zoo are immersed in Billabong Camp, a permanent authentic Australian bush tent site.

Zoomobile & Regional Outreach Education

The Zoomobile returned to regional NSW for the first time since 2019. It was greeted by over 900 excited students outside of metropolitan Sydney for programs delivered in partnership with Bournda and Thalgarrah Environmental Education Centres, North Coast Regional Botanic Garden, and the Australian Museum. Each week-long outreach trip delivers curriculum-based educational outcomes to students outside of the normal range of service delivery for both Taronga sites. They remain fundamental in connecting rural and remote students with quality environmental education programs and increasing equitable access to the inspirational opportunities available at Taronga.

Depth Studies

Depth Studies, a component of all HSC Science courses, are offered at Taronga as immersive full-day programs, allowing students a genuine deep dive into a scientific concept of their choice to develop their scientific skills in an authentic context. Taronga continues to connect senior students with educators, scientists and keepers to witness science in action, hear first-hand the work Taronga is doing to safeguard the future of threatened species and be inspired to consider a STEM career.

Work Experience

Work Experience at Taronga remains an in-demand choice for senior students across NSW. This popular vocational program continued to deliver strong learning outcomes for students at both Zoos, with 299 students undertaking work experience throughout the year, despite program restrictions due to COVID-19. This week-long immersion in STEM-based conservation careers is a powerful enabler for secondary students choosing these critical career pathways as they look beyond their schooling.

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Each week-long outreach trip delivers curriculum-based educational outcomes to students outside of the normal range of service delivery for both Taronga sites.

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Community and Cultural Programs

The Community and Cultural programs team delivers a range of community education initiatives for young people on Cammeragal and Wiradjuri Country. Through working closely alongside community members at both sites including Taronga's Aboriginal Advisory Group, deep and meaningful connections to Country and culture are provided to staff and program participants.

Burbangana and Walanmarra

In partnership with the NSW Department of Community and Justice Services, the Burbangana and Walanmarra programs continue to provide strong cultural connections, increased self-determination and ongoing engagement for some of the state's most trauma effected, at-risk young people living in out of home care. In 2020/21 a new initiative called 'Gili Gili' was developed and delivered on Cammeragal Country to further support young people with increasing confidence and skills in literacy, numeracy, communication and self-care.

Elver Program

The Ever Program is a new innovative approach to supporting young people living in out of home care and is funded by the NSW Department of Community and Justice Services and NSW Health. The program involves a multi-disciplinary approach of health practitioners to develop effective, long-term plans for the program participants. This program supports the delivery of the Burbangana and Walanmarra Programs across both sites, increasing the impact and capacity to positively change the lives of young people.

Youth at The Zoo

Taronga's Youth at the Zoo (YATZ) program provides opportunities for young people at Taronga Zoo and Taronga Western Plains Zoo to participate in a range of onsite activities, gaining practical skills and industry experience whilst volunteering and interacting with Taronga staff and guests. These onsite activities are key elements to the success of the program however over the past 12 months a digital program was created to ensure an ongoing connection and engagement with all members during COVID-19.

This digital offering ranges from education workshops, keeper talks and environmental at-home challenges to, facilitated workshops focusing on youth well-being during a pandemic. As a result of this high level of digital engagement throughout 2020/21, Youth at the Zoo has seen its largest membership intake to date, with 614 youth joining the program, 30% above expected membership numbers.

Keeper for a Day

Taronga's Keeper for a Day program provided over 800 children, young people and adults the opportunity to work closely alongside keepers, learning how to best care for Taronga's animals and their habitats. This program has also been especially modified to provide unique opportunities for disadvantaged youth groups to connect and engage with Taronga's staff and wildlife. In the last 12 months, partnerships have been created with PCYC and Youth off the Streets to build capacity for engagement and career pathways development.

Zoo Adventures 'Wild Squad'

The Zoo Adventures holiday program continued to deliver a successful and engaging program for over 1,200 five to 12-year olds at Taronga Zoo and Taronga Western Plains Zoo. The program was modified across both sites to support embedded COVID-19 plans as children participated in daily missions, craft activities and behind-the-scenes activities with keepers.

Community Zoomobile

Over the last 12 months, Taronga Zoo's Community Zoomobile provided over 4,000 preschool students, charities, community groups and aged-care facilities with a unique opportunity to connect to culture, wildlife and conservation. Throughout the COVID-19 pandemic this program transitioned to a digital platform including the Animals of the Dreaming workshop being delivered with Brewarrina elder, Colin Hardy OAM, bringing together music, song and storytelling to connect students and community to culture in a rich and meaningful way.

Following a positive start in 2020 to the partnership with Zoos SA, the contract was extended for a further two years. The first cohort of Certificate III in Captive Animals students has assisted in providing Zoos SA with a pipeline of new keepers – with six Taronga Training Institute students being offered casual keeping positions.

In April 2021, Taronga was awarded the contract to create a training package for NSW Firefighters on Wildlife First Response. This consists of three online training modules and a handbook providing guidance on what to do when encountering injured wildlife as a result of bushfires. This training package is due to be rolled out prior to the 2021/22 fire season.



Wildlife Course Dubbo Visit – Shallon McReaddie

Taronga Training Institute

Theory classes transitioned between face-to-face delivery and virtual classrooms at all Taronga Training Institute sites across Australia at various times depending on COVID-19 restrictions in respective locations. Behind-the-scenes video content was created to increase student engagement during times when students couldn't attend site.

While transitioning theory classes to online delivery was possible, successful completion of practical components is still required for students to gain their qualifications. There is an ongoing requirement for practical placements for Certificate III students in Sydney, Dubbo, Melbourne, Adelaide and Perth to be rescheduled.

Following discussions with the NSW Department of Education, Taronga Training Institute developed an adapted HSC Certificate II in Animal Studies course in Sydney for students in Years 11 and 12 with learning difficulties. Eight students commenced the course in February 2021.

Taronga – University of Sydney Education Alliance

2021 is the third year of the University of Sydney and Taronga Education Alliance. The Taronga Undergraduate Programs team is now responsible for teaching students in 13 units of study across all four years of the Bachelor of Science/Bachelor of Advanced Studies (Taronga Wildlife Conservation) degree.

Semester one, finishing in June, was a significant semester from both a student numbers and a diversity of programs perspective. Since March, the Taronga University team has taught just over 1,400 students across six different units of study. Students have attended the Taronga sites to participate in practicals, fieldwork, lectures, tutorials, presentations, debates, lab-work, and necropsies, as well as attending lectures at The University of Sydney. With the 72 new student enrolments in March, the total cohort of students completing the Taronga Wildlife Conservation Bachelor's degree is now just under 200 students.

The very first 4th year intensive Unit of Study, Wildlife Management (WILD4001), took place at Taronga Western Plains Zoo Dubbo in February 2021. Final year degree students spent the first week of this unit in Dubbo learning fields skills such as spotlighting and bilby trapping. They also engaged in lectures and talks from experts and tours of conservation initiatives.

While the undergraduate program has gone from strength to strength, the postgraduate program has not achieved the required enrolment targets. A difficult decision was made in 2020 by The University of Sydney and Taronga to teach out the Masters of Education (Taronga Conservation Education). The Education Alliance continue to work together on postgraduate and professional development ideas to ensure options for further study in Taronga Wildlife Conservation and education can be developed in the future.

PERFORMANCE INDICATORS	2019/20	2020/21
Education Visitation	Taronga Zoo	68,526
	Taronga Western Plains Zoo	7,143
People participating in Public / Outreach education programs	Taronga Zoo and Taronga Western Plains Zoo	54,699
		53,486

TRANSFORMATIONAL GUEST EXPERIENCES

Attract an increasing number of guests to our Zoos and inspire action through experiences that increase knowledge and change people's attitudes and behaviours.

Key Achievements

Record numbers visit Dubbo

Taronga Western Plains Zoo welcomed a record number of guests in the past 12 months. The regional tourism boom that followed the first COVID-19 lockdown for NSW saw the Zoo 67% up on the previous year's total visitor result, 101% up on general admissions volume and 144% up on admissions revenue. This influx of visitation and record numbers helped the Zoo achieve a strong commercial revenue result with tours, encounters and transport hire options being heavily booked through the year.

Taronga Western Plains Zoo's accommodation experienced an unprecedented demand for bookings with all three products posting record results for the 12-month period. Zoofari Lodge was in particularly high demand with an extended booking period of almost six-months in advance and a consistent occupancy rate of 96%.

Migrating to the Waterhole

Taronga Western Plains Zoo's new Waterhole precinct experienced its first full year of operation and as a result changed the way guests experience the Zoo and provided a boost to the commercial revenue for the Zoo.

The Waterhole precinct is located at the halfway point of the Zoo circuit and features an outdoor café, water play and animal habitats with interactive guest experience elements. In the warmer months, the new water play area saw guests dwell for

longer periods of time creating a family friendly atmosphere to relax, enjoy a meal from the café while the children played and cool off in the water play space.

The Waterhole precinct has transformed the guest experience whilst providing a strong commercial revenue opportunity, helping in-grounds catering revenue exceed the prior year result by 128%.

The return of African Lions to Taronga Zoo Sydney

With the opening of Taronga Zoo's new African Savannah came the return of African Lions, which had not been seen at the zoo for five years. In June 2020, right before the African Savannah was launched, two male lions were transferred from the lion pride at Werribee Open Range Zoo, to Taronga Zoo. The brothers 'Ato' and 'Lwazi' were almost three years old and settled in quickly to the new rolling plains lion habitat. Tightly bonded, they made for a breathtaking guest experience, laying in grasses, climbing trees and lazily relaxing near guests who sat in awe. In October 2020 female lion 'Maya' arrived from Taronga Western Plains Zoo to be introduced to the male pair with the hope of breeding. 'Maya', a very experienced older lion, soon chose her preferred male and quickly 'Ato' and 'Maya' started to bond and mate. 'Lwazi' has now been transferred to Taronga Western Plains Zoo where he will be introduced to two important breeding females as part of the regional breeding program.

“ Taronga Western Plains Zoo welcomed a record number of guests in the past 12 months. ”

Taronga Wildlife Retreat success

Despite the challenges posed by COVID-19, the Wildlife Retreat at Taronga has seen significant success. Initially opening on weekends only, post-lockdown demand was higher than expected, leading to the Retreat opening Thursday to Sunday nights.

The Retreat has had success with awards and recognition, winning a number of accolades including Best Sustainable Hotel (International Hotel Awards 2020). In January 2021, the Taronga Wildlife Retreat restaurant, Me-Gal, was also awarded a prestigious two Chef Hats by the Australian Good Food Guide. Executive Chef, Gursu Mertel, and Taronga's catering partner have worked extremely hard to achieve this well-deserved recognition.

Taronga Function Centre Refurbishment

As part of the Catering Partnership Agreement, a capital project for refurbishment of the Taronga Centre’s two main function rooms occurred during 2020/21. Key features of the project were new flooring throughout the areas as well as aesthetic work to the bars, foyers and hallways. This has combined to create a much more contemporary set of spaces that have proven to be extremely popular with both the Corporate and Wedding markets. March 2021 saw the function arm of Epicure’s on-site operations earn over \$880k – the highest amount of revenue earned on record within a single month by over \$100k.

Successful role out of first online guest survey for day visitors

With a successful move to online ticketing, Taronga had an opportunity to carry out post-visit surveys via email. Due to the ease and convenience of an online survey, response rate increased dramatically, surpassing previous face-to-face survey rates by 77%. Data from the summer peak identified patterns in satisfaction and sentiment, allowing the business to analyse guest’s overall perception of Taronga Zoo and areas for improvement.

PERFORMANCE INDICATORS		2019/20	2020/21
Satisfied guests as measured through satisfaction surveys	Taronga Zoo	91.6%	90%
	Taronga Western Plains Zoo	91%	87%
Complaints per 1,000 guests	Taronga Zoo	0.30	0.40
	Taronga Western Plains Zoo	0.30	0.29

Admissions

Taronga Zoo

Taronga Zoo faced a challenging start to the year, with the initial resurgence in consumer confidence seen across June 2020 giving way to a significant dip across July and August before an eventual slow recovery to pre-pandemic levels.

The total recorded paid attendance for 2020/21 was 676,793 guests* across the year with a total attendance of 816,436**.

This result is representative of disrupted consumer confidence, greatly reduced international and interstate travel, and capacity limits mandated by NSW Government health guidelines.

The most significant impact to visitation, outside of international border closures and the mandated Zoo closure in late June of 2021, was the Northern Beaches outbreak of December 2020, which saw a key market (Sydney’s Northern Beaches) head into lockdown during the most critical period of the Zoo year, with other parts of Sydney hesitant to venture to the Zoo given its proximity to the affected region. This, combined with an unseasonably wet January slowed visitation.

Pleasingly, the Easter trading period saw visitation bounce back to almost pre-pandemic levels and since the introduction of Dine & Discover NSW, over 95,000 vouchers have been processed on site, resulting in Taronga becoming one of the Top 10 Discover venues in NSW.

*Includes All Paid Admissions and Zoo Friends, Paid Education and Overnight Stays.

**Paid and free-of-charge attendance including function guests, event attendees and Wild Ropes participants.

Taronga Western Plains Zoo

Taronga Western Plains Zoo experienced an extremely successful year with international and interstate border closures creating a Regional Tourism boom. As a result, the paid visitation saw 194,242 guests welcomed across the year. Total visitation reached 324,135 guests, as a result of strong local Zoo Friend members visitation. Total admission revenue of \$6,918,840 was an all-time record result. Total overnight visitation of 41,131 guests was up 64% on the previous year.

The recently opened Waterhole precinct proved extremely popular with guests, and assisted driving a positive upswing in visitation particularly during the warmer summer months when the water play facility became a local leisure destination. The traditional seasonality of holiday and non-holiday visitation was replaced by constant strong visitation throughout the entire year.

A continued focus on maintaining and increasing the Zoo Friends membership base saw 57,948 Zoo Friends member visits occur during the year, an impressive 37% above budget and 47% ahead of the prior year.

“
The Retreat has had success with awards and recognition, winning a number of accolades including Best Sustainable Hotel.
 ”



TARONGA WILDLIFE RETREAT

“

A range of updated and new signage and collateral was delivered throughout the year showcasing conservation stories and guest learning opportunities.

”

Guest Experience

Taronga Zoo

Continuously evolving COVID restrictions throughout the year put pressure on Taronga's frontline teams, not only to deliver world-class service and ensure guest expectations were exceeded, but to do this in a COVID-safe way across the site.

Site capacity was closely managed with limitations on attendance to shows and indoor spaces in particular, such as reptiles, lower Great Southern Oceans, retail and food and beverage outlets. Social distancing measures were in place across the site and, although challenging to manage these restrictions in smaller areas, it was pleasing to see the vast majority of guests complying with these requests.

Upon reopening, animal encounters and keeper talks were slowly reintroduced based on current restrictions and demand. Pleasingly, we saw high levels of interest in the Koala and Giraffe encounters in particular throughout open periods.

The close proximity of the Northern Beaches outbreak in December 2020 added an additional layer of complexity both in terms of managing our guests but also managing staffing rosters with a large contingent living in the affected areas.

Traditionally guest feedback was acquired on site by a member of staff physically sitting with guests and completing questions via a tablet. However, in 2021 a new online post-visit survey was developed to capture feedback from guests on a range of criteria, from the value for money of Taronga Zoo's food and beverages and the cleanliness of the site, to animal visibility. To date, the online version of the post-visit survey has seen a significantly higher response rate as a percentage of visitation compared to the previous model. Overall results to date have been positive with score improvements being achieved in several areas across the year.

Taronga Western Plains Zoo

Taronga Western Plains Zoo's guest services team play an integral role in the Zoo's overall experience. Volunteers and COVID concierge staff were deployed to assist with greeting guests, answering questions and the QR check-in process. An online booking process via the Zoo's website for electric carts was implemented which allowed electric carts to be booked across two periods a day, increasing availability and revenue for the hire centre. Animal Encounters had a strong year despite being impacted at different times due to social distancing restrictions. The Hippo Encounter was introduced as a daily offering in the year, which proved extremely popular; and all animal encounters commenced being able to be booked online.

Guest Learning and Engagement

Taronga Zoo

A range of updated and new signage and collateral was delivered throughout the year showcasing conservation stories and guest learning opportunities.

A new partnership with Citi at the Koala exhibit highlights the conservation story of a changing landscape threatening their survival, whilst a new partnership with Cadbury at the breeding facility for the Northern Corroboree Frog showcases the story of survival of this critically endangered species. New signage was also introduced at Camels and Sun Bears, whilst school holidays focused on campaign activations for They're Calling on You and Beads for Wildlife.

Concept planning and detailed design work was undertaken for the 'Iyora' Australia development to create a choreographed journey, taking guests through a multi-sensory experience that facilitates exploration, mindfulness, reflection and a desire to connect with forests, culture, wildlife and nature. The multi-sensory experience will be delivered through a variety of methods including interpretive installations and signage, sculptural pieces and face-to-face interpretive talks and tours with keepers, guides and volunteers.

Story development workshops and initial concept planning was undertaken for new Capital Plan projects including the Taronga Wildlife Hospital and Reptile and Amphibian Conservation Centre.

Wild Squad continued to build a successful platform to engage young guests with new Wild Squad missions added to the Taronga App and supporting in ground activations. The digital Wild Squad experience showcased activities for children to undertake in their home, or safely in a natural environment near their home, to provide meaningful and connective experiences.

Across both Zoos, there was a continued priority to ensure guest COVID-safety, with signage developed to ensure compliance with health orders and to encourage COVID-safe behaviours, including social distancing.

Taronga Western Plains Zoo

The Centenary Plan continued to progress at Taronga Western Plains Zoo with the opening of the Gateway to Africa, which improved guests experience, as well as engaging with guests to create a deeper understanding of the African Wild Dog species.

New signage was also installed showcasing the endangered Southern Purple Spotted Gudgeon, in partnership with the NSW Department of Primary Industries.



AUSTRALIAN SEALION PUP 'AMALIE' — RICK STEVENS

ENGAGE *and* INFLUENCE

Engage, grow and mobilise our members, supporters and networks to achieve positive outcomes for wildlife.

Key Achievements

Department of Planning, Industry and Environment (DPIE) Environment, Energy and Science Sustainability Award

Taronga was recognised for its leadership in environmental sustainability at the 2020 DPIE Environment, Energy and Science Awards. Taronga was awarded the top prize for sustainability in recognition of multiple programs that aimed to educate and empower the community to reduce the consumption of single-use plastic items and avoid littering.

The Litter Free Oceans campaign has reached over two million people, raising widespread awareness of the impact of plastic pollution. Over 800 schools and 200 small-medium businesses have taken part in the program to date. The Taronga Team also developed an impact calculator for the community. Using this tool, over 2,000 individuals have committed to reduce their plastic footprint.

As well as this, Taronga demonstrated leadership by significantly reducing single-use plastics from food and beverage outlets. It started with establishing a target for zero single-use plastics given or sold to visitors, and in doing so Taronga has removed about 80% of single-use plastics across both Zoos. This involved close collaboration with suppliers to explore compostable, reusable or recyclable alternatives to packaging; and to eliminate unnecessary items that create litter, such as straws.

Launch of Taronga's Strategic Plan on World Wildlife Day

On World Wildlife Day in March 2021, Taronga CEO Cameron Kerr AO was joined by NSW Environment Minister Matt Kean to unveil Taronga's new Strategic Plan and

pledge to use Taronga's unique skills and expertise to save the platypus along with a number of threatened species. There was significant media interest in the announcement, with a media call resulting in over 700 pieces of news media coverage. Taronga's strategic plan was also promoted through a live weather cross with The Today Show that saw seven segments dedicated to the importance of Taronga's conservation work and commitments to save wildlife.

Communicating our purpose

Taronga's position as a leading conservation organisation was further cemented throughout the year with a dedicated and proactive program of paid, earned and owned media activity enabling us to showcase the amazing work undertaken throughout the organisation. Throughout the year, six separate media calls were facilitated in partnership with State and Federal Environment Ministers, the NSW Department of Planning, Industry and Environment, RSPCA NSW and the University of New South Wales covering funding for the Taronga Wildlife Hospitals and Platypus Refuge Facility, the opening of a Northern Corroboree Frog breeding facility, the release of Bilbies in Sturt National Park, the Federal Government's Koala Conservation Package and the launch of Taronga's new Strategic Plan. These major media moments were supported by regular media stories offering updates on conservation programs and interviews with Taronga's various experts across top tier media, regular deployment of conservation-themed content pieces across Taronga TV and the integration of conservation and not-for-profit messaging within Taronga's paid advertising campaigns.

Gifts in Wills Success

A key pillar in the Taronga Foundation success this year was the significant support received from people who remembered Taronga in their Wills. One of those special supporters was Helen Molesworth. Helen was a lover of all animals, and her sharp wit and huge smile endeared her to all at Taronga. Taronga was saddened to say farewell to Helen, who passed away in December 2020 at the impressive age of 97. Helen's generous support during her lifetime enabled a purpose-built Sea Lion Breeding Facility, which was named in her honour. As a very meaningful way to support the things she believed in, Helen left significant gifts in her Will to several not-for-profit organisations including Taronga. Her family are delighted that her legacy lives on through Taronga and will continue to enjoy their memories of Helen on regular Zoo visits.

Taronga Western Plains Zoo Ball

In March 2021, the Zoo Ball Committee, a dynamic team of Taronga supporters led by Chair Jen Cowley and Taronga hosted the inaugural Zoo Ball at Taronga Western Plains Zoo. The event was a huge success and through the goodwill from everyone that attended the event, an incredible \$180,000 was raised to support the vital operational services at the Wildlife Hospital at Taronga Western Plains Zoo. Held in the recently opened Waterhole Precinct, 170 guests enjoyed an inspirational evening of delicious food, live entertainment, and a very good time whilst supporting the critical work at the Wildlife Hospital and the services it provides to native Wildlife and Zoo based animals.

Dine & Discover NSW

In March 2021, the NSW Government launched its Dine & Discover NSW program to encourage the community to get out and about, and provide a more affordable way to support dining, arts and recreation businesses.

Taronga was quick to adopt the ServiceNSW API allowing residents to redeem their vouchers online and integrate Dine & Discover across all creative and messaging for both paid and organic campaigns. This resulted in Taronga becoming one of the Top 10 Discover venues in NSW, with significant uptake seen at both Taronga Zoo Sydney and Taronga Western Plains Zoo Dubbo and an excess of 95,000 vouchers processed across both Zoo sites.

This increase in footfall not only provided Taronga with a critical injection of funds with which to support its vital conservation work but has allowed Taronga to provide more of the meaningful experiences and connections we know to be essential in facilitating behaviour change and empowering individuals and families to make a genuine contribution to the conservation of wildlife.

Taronga TV

Initially launched in March 2020 as a means of allowing the community to stay connected with Taronga during the lockdown and closure period, Taronga TV achieved incredible reach and engagement and has now become a much-loved permanent fixture.

Taronga TV features a range of online keeper talks, behind-the-scenes experiences, conservation stories and captivating 24-hour live streams. In 2020/21, Taronga TV achieved an incredible total audience reach of 95 million, with more than 1,200 pieces of video content uploaded and more than 300,000 hours of watch-time clocked across all channels.

Embedding Cultural practice in Taronga's Capital Projects

Taronga continued the journey towards cultural excellence throughout 2020/21 with ongoing, meaningful community consultation on Cammeragal and Wiradjuri Country. This consultation guided Taronga in embedding and understanding cultural commitments, best practise and protocols across the organisation.

Through working closely with a range of external stakeholders, including Taronga's Aboriginal Advisory Group, cultural processes have been implemented and opportunities identified in all elements and stages of Taronga's Capital Projects, from planning to design and construction.

Burbangana "Gili Gili" Program

Taronga's partnership with the NSW Department of Community and Justice Services involves working closely with a multi-disciplinary team from Elver, NSW Health and Indigenous community members, to continue to deliver a highly impactful program for trauma-affected young people living in out of home care.

In 2020, a Social Return of Investment report found that not only is long-term engagement crucial, but equally is the development of trust and providing a strong cultural connection in making the Burbangana program so successful. To support these findings, a new initiative has been created called the "Gili Gili" Program. "Gili" is a local language word that means to shine or sparkle and represents the strength and potential of each young person in the program.

With most Burbangana graduates unable to attend school the program provides especially tailored education lessons focussing on literacy, numeracy, communication skills and self-care. Each young person is provided with a safe, positive learning experience through the ongoing support and mentoring by Aboriginal Elders and Taronga staff. Over the last six months the "Gili Gili" Program has not only seen participants shine with greater confidence and self-esteem but also with their ability to communicate and think more positively about their future.

HATCH: Taronga Accelerator Program

The inaugural HATCH: Taronga Accelerator Program ran from August to November 2020. From 32 entries, Taronga gave support to 10 passionate founders leading five innovative sustainability initiatives. The 2020 winner of the \$50,000 HATCH Grant was Good-Edi, creators of the first edible and truly biodegradable coffee cup. The 2020 winner of the \$5,000 People Choice Award was PoopLoop, a dog poo compost system for public green spaces. The other three teams included RePlated, TOMbag and Every Drop whose initiatives drive sustainable change in the areas of takeaway food, garbage bags and water use education and management. The program was supported by 16 mentors and subject matter experts including industry professionals, and not-for-profit and social enterprise leaders, as well as HATCH judges Adam Ferrier (consumer phycologist), Damon Gameau (2040 documentary maker), Natalie Kyriacou (social entrepreneur and environmentalist), Sophia Hamblin-Wang (carbon technologist and circular economy expert) and Cameron Kerr AO (Taronga CEO).

PERFORMANCE INDICATORS		2017/18	2018/19	2019/20	2020/21
Community Conservation	Number of Community campaign actions for the wild	81,408	137,191	92,111	22,329



LES McLEOD LEADING SMOKING CEREMONY — RICK STEVENS

“
 Taronga’s position as a leading conservation organisation was further cemented with significant media coverage during the year.
 ”

Community Conservation Programs

Taronga’s community conservation programs aim to inspire and motivate individuals, schools and businesses to choose behaviours that support wildlife conservation and environmental sustainability.



Raise Your Palm

Driving the transition towards a responsible palm oil industry.

Taronga’s Tiger Trek aims to raise awareness about the benefits of sustainable palm oil and leverage action from guests to encourage companies to transition to 100% Certified Sustainable Palm Oil in their supply chains.

Through the Choice Mart supermarket experience at Tiger Trek, guests have sent 136,000 emails to retailers and manufacturers, raising their palm for critically endangered Sumatran Tigers.



Litter Free Oceans and Rivers

Encouraging individuals to understand their plastic footprint and empowering schools and businesses to reduce their plastic use for the benefit of marine and freshwater species.

The Litter Free community has now reached 2,500 individuals, schools and businesses working to eliminate single use plastics. The Litter Free Rivers campaign was presented at the Keep Australia Beautiful NSW 2021 Litter Congress: LESS LITTER. LIVE BETTER.



Wildlife Witness

Combating illegal wildlife trade for greater protection of wildlife around the world, including Sun Bears, elephants and rhinoceros.

The Wildlife Witness smartphone app has had over 21,000 downloads, resulting in the reporting and intervention of sales of illegal wildlife trade across Southeast Asia.

Taronga’s ongoing partnership with TRAFFIC Southeast Asia supports their enforcement program and Wildlife Crime Analyst.



They’re Calling on You

Recycling mobile phones to reduce landfill and support primate conservation.

Taronga has partnered with Mobile Muster to recycle mobile phones, and PhoneCycle to re-use mobile phones and divert them from landfill. Over 57,000 mobile phones have been reused and recycled through the campaign, which has now generated over \$93,000 in support of the Jane Goodall Institute Australia’s primate conservation work in the Maiko-Tanya Kahuzi-Biega ecosystem in the Democratic Republic of Congo.



Beads for Wildlife

Supporting people living side by side with wildlife in northern Kenya through alternative and sustainable incomes.

The sale of beadwork through the Zoos’ retail outlets provides communities in northern Kenya with a source of income, in turn reducing human-induced pressures on wildlife such as poaching and habitat destruction. This year, Taronga sold 9,000 beaded products across both Zoos with all profits returned to the crafts-women and their communities.



Fish for Good

Promoting a healthy future for marine life by encouraging sustainable seafood choices.

Taronga’s *Seals for the Wild* continues to drive awareness for guests to choose MSC-certified seafood. On 5 March, Taronga hosted the virtual launch of the 2021 MSC Sustainable Seafood Week to an online audience of seafood retailers and suppliers.



Communications and Media Relations

Taronga saw substantial media coverage with traditional, digital, and social media used effectively throughout the year to communicate Taronga’s conservation science work and vision, to highlight community education programs and to encourage visitation and overnight stays.

Following its official opening, continued promotion of the new African Savannah resulted in significant media coverage including live broadcast opportunities with Sunrise, Studio 10 and The Today show, a feature on Sydney Weekender, more than \$150,000 worth of radio giveaways and 245 media pieces secured throughout the year.

In spite of a challenging year with travel restrictions, coverage of the Wildlife Retreat at Taronga was a highlight with substantial promotion secured targeting local, domestic and international audiences. The launch of the family escape and romance packages saw coverage in top-tier travel media including The Sun-Herald, The Australian Financial Review, The Australian, Qantas Magazine and The Daily Telegraph, while collaboration with Tourism Australia and Destination NSW to coincide with the opening of the New Zealand travel bubble saw the Wildlife Retreat at Taronga promoted on TVNZ’s Breakfast program. In total, 433 individual pieces of media coverage were secured throughout the year promoting the Wildlife Retreat at Taronga.

Alongside admissions and revenue driving media activity, Taronga’s position as a leading conservation organisation was further cemented with significant media coverage during the year through both profile-building feature stories and major conservation announcements. The launch of Taronga’s new Strategic Plan on World Wildlife Day garnered significant media coverage including the Sydney Morning Herald, The Today Show and ABC News, while a joint announcement with the NSW Government regarding funding for two new Wildlife Hospitals and the Reptile and Amphibian Conservation Centre was attended by ABC, 7News, 9News and 10 News following print stories in The Daily Telegraph and The Sydney Morning Herald. The historic release of Greater Bilbies into Stuart National Park also saw exclusive news coverage with 10 News and The Daily Telegraph. Additionally, during NAIDOC Week, Taronga hosted Indigenous news organisation NITV to broadcast Australia’s first-ever Indigenous Breakfast Show with more than 46 mentions of Taronga and five feature stories highlighting Taronga’s Indigenous education and cultural programs.

In parallel to external media activity, Taronga’s own social media channels were utilised throughout the year to great success in communicating important messages and stories to an engaged audience while also growing our audience substantially. Throughout the year, Taronga’s social media audience grew by 11.4% overall, with particular increases seen on YouTube thanks to the success of Taronga TV.

PEOPLE *and* ORGANISATIONAL STRENGTH

Support enables our people to achieve Taronga’s vision and strategic objectives.

Key Achievements

Mr. Len Bleasel AM Leadership Program

Mr Len Bleasel AM continues to support Taronga and its people, with a Leadership Program that launched in March 2021. Mr Bleasel generously committed to funding a Leadership Program at Taronga in collaboration with the University of Technology Sydney (UTS). The 18-month program provides 12 Taronga employees with the opportunity to complete a Diploma of Leadership & Management (UTS) as well as other learning and development opportunities.

Project Elevate: Payroll System Implementation and Scheduling Systems

Taronga has a diverse workforce including employees with multiple roles across different functions and Awards which can make rostering across the organisation a challenge. To tackle this, Taronga implemented three new Roster-to-Pay systems in February 2021. One of the new systems, UKG Dimensions provides employees a roster while enabling their managers to see availability as well as other shifts rostered, allowing for responsible rostering with safe breaks between shifts and avoiding overtime where possible.

TarongaRISE Safety Management System

The success of Taronga’s safety management system – TarongaRISE – encourages Taronga’s staff to ‘RISE to safety’ and has seen a positive safety culture evidenced through consultation with employees, with the management team reporting 73% of their safety conversations.

Pleasingly, the most recent People Matters Survey returned showed 91% of staff knew how to report an occurrence. Despite the reduced operational activity due to COVID-19, occurrence reporting remained strong with hazard reporting increasing and incident reporting decreasing. Added to this, Taronga received zero Regulatory Improvement Notices or Penalties during in the financial year and there were no significant reportable safety occurrences.

Flexible Work Policy

Following the reopening of Taronga Zoo Sydney on 1 June 2020, Taronga implemented a new flexible work policy. Before the first COVID-19 lockdown in Sydney we had 45 employees with formal flexible work arrangements in place. In August 2021, we now have more than 133 employees.

COVID-19 Redeployment

In response to the ongoing COVID-19 pandemic, Taronga found opportunities for employees to be redeployed to other critical NSW Government initiatives, including to NSW Health, assisting with contract tracing, and to Energy NSW’s, where Taronga employees helped individuals struggling to pay their energy bills as a result of COVID-19. Taronga’s people, culture and safety team have reassigned many employees to different roles within Taronga.

Volunteers

Volunteer programs this year saw over 506 volunteers across both Zoos assist in various roles including guest experience and animal observation through to administration and keeper volunteers.

Volunteer Programs

Volunteer engagement has been a focus on 2020/21, with digital platforms being used to maintain volunteers’ connections with Taronga. Consistent and clear communications alongside innovative and new engagement methods have resulted in overwhelming positive feedback and support for Taronga from our dedicated volunteer cohort.

DIVISION VOLUNTEERS	
Taronga Western Plains Zoo	102
Taronga Zoo	104
TOTAL	506

Volunteer Week 2021

Throughout Volunteer Week (17-23 May), complementary ‘thank you’ hot drinks were made available, with divisional coordinators organising virtual morning teas and online events for those who could not be present. In conjunction with the Sydney Cultural Institutions’ Volunteer Managers Network (SCIVMN), 31 events, tours and talks spread across NSW were made available for volunteers – pleasingly, feedback about these events from volunteers was extremely positive.

“ Following the reopening of Taronga Zoo Sydney, Taronga implemented a new flexible work policy.

”

Human Resources

COVID-19: Redeployments

In response to the ongoing organisational impacts due to COVID-19, temporary and casual employees were redeployed to other NSW Government agencies and to alternative priority roles within Taronga.

Since March 2020, 59 employees were redeployed to Energy NSW's Energy Accounts Payment Assistance (EAPA) Scheme which provides NSW residents with assistance to pay their energy bills. This has supported Taronga's employees by providing meaningful work and assisted the NSW community during challenging times. The EAPA scheme has provided significant support to those impacted by COVID-19 and has been provided with further funding due to its success. The program has been awarded the Secretary's Award for Collaboration and received praise from industry, the media and public alike.

Sixteen employees were redeployed to NSW Health during the COVID-19 outbreak in 2020, with many staying on to provide continued support. As at June 2021, a total of 25 employees are redeployed to NSW Health to assist with the current contact tracing efforts.

The human resources team have also coordinated the internal reassignment of many employees to different roles within Taronga, including reassignments to Horticulture, Guest Experience and supporting the Taronga Foundation with fundraising and donor engagement.

Executive review and restructure

A review and subsequent restructure of the executive team was undertaken with the intention of adapting operations to the changing complexity of the organisation. Following the successful trial of the temporary role - Director, Taronga Zoo Operations - the Board, Executive and NSW Department of Planning, Industry and Environment formalised this role, and further adjustments to the executive team structure were introduced. This review took place to ensure a more effective and efficient flow through to reporting divisions in identified areas.

Subsequent to the review, Taronga created the role of Director, Education to support the growth and focus on Education at Taronga. The guest experience and commercial functions were brought together in the adjusted Director, Guest and Commercial Operations role, while security and cleaning responsibilities were moved to fall under the Director, Asset Management. The responsibility for Environmental Sustainability was moved to fall under the Director, Welfare, Conservation and Science, where the Pest Management function was moved into the Wildlife Operations branch.

Project Elevate: Payroll System Implementation and Scheduling Systems

As a key component of Taronga's Digital Technology Strategy, Taronga has embarked on rationalisation of core applications and processes to address the requirements of growth and expanding scale of operations. Project Elevate is a multi-year endeavour with Phase 1 completed in 2019/20.

“

Taronga's commitment to a gender diverse leadership is evident.

”

As part of the next phase of Project Elevate, in February 2021, Taronga introduced three new HR systems, designed to resolve scheduling for Taronga's diverse workforce and to improve Taronga's response to the challenges posed by COVID-19. The three new systems – which cover a range of HR issues including rostering, leave and payroll, mean that staff can update personal details and view pay slips more easily. It has also enabled managers to roster staff more effectively, by allowing them to see the shifts rostered across the whole Zoo, making it simpler to schedule breaks and avoid overtime where possible.

Phase two of the project, which includes the implementation of new systems to support onboarding and performance management, is due to start in September 2021.

Organisation Development & Learning

The organisational development and learning team have designed and supported a number of programs over the last 12 months.

Wildlife First Response training package

Taronga Conservation Society Australia was successful in winning the tender to partner with the NSW Department of Planning, Industry and Environment to produce a Wildlife First Response training package for NSW firefighters. This training aims to improve the coordination and capability for wildlife response in bushfires.

The primary objective of this Wildlife First Response training is to encourage NSW bushfire fighters to ASSESS if wildlife may be injured and REPORT to the Incident Management Team (IMT). The secondary objective is for NSW firefighters to PROVIDE ASSISTANCE ON THE FIREGROUND to wildlife where appropriate and CATCH, RESTRAIN & TRANSPORT wildlife only if the firefighter has the skills, equipment and approval to do so.

The team worked closely with both the Education Teams and Wildlife Treatment Teams to deliver the three modules. Work on these is continuing and the expected delivery date will be in September 2021.

Mr. Len Bleasel AM Leadership Program

Mr Len Bleasel AM continues to support Taronga and our people, with a Leadership Program that launched in March 2021.

Mr Bleasel generously committed to funding a Leadership Program at Taronga in collaboration with the University of Technology Sydney (UTS). This 18-month program will provide twelve Taronga employees with the opportunity to complete a Diploma of Leadership & Management (UTS) as well as other learning and development opportunities.



The program structure involves one module completed approximately every 10 weeks over 18 months incorporating workshops facilitated by UTS as well as self-guided study. Modules include:

- Managerial Intelligence and Professional Development
- Team Management
- Communicate with Influence
- Performance Management
- Project Management
- Financial Management
- Risk Management
- Operational Planning
- Critical Thinking

Taronga will run supplementary activities that align with course modules providing additional developmental outcomes for participants. Mr. Bleasel has attended Taronga for a Leadership Talk with Participants and Managers and additional guest speakers have been planned.

Workforce Diversity and Multicultural Themes

Taronga's commitment to a gender diverse leadership is evident through recruitment processes and the current leadership group. NAIDOC Week, Reconciliation Week, International Women's Day, Harmony Day and Sydney Mardi Gras were amongst the celebrations to promote a greater understanding of our diverse community. These celebrations were acknowledged and shared with our people through virtual communications platform Workplace and publicly across our website and social media platforms. In addition, the Taronga team were part of the COVID-Safe Mardi Gras parade at the Sydney Cricket Ground, raising awareness and engagement across the organisation.

Work has continued on our Aboriginal Employment Strategy with stakeholder and community representative engagement, and our Indigenous Youth Programs – Burbangana and Walanmarra have continued to operate in partnership with the NSW Government, delivering over \$2 of social value for every \$1 invested.

“

Taronga understand the importance of equal employment opportunity and anti-discrimination in the workplace.

”

Community & Cultural Programs

NAIDOC Week 2020

Due to COVID 2020, NAIDOC Week was held nationally in the second week of November with the theme being; Always Was, Always Will Be, recognising that First Nations people have occupied and cared for this continent for over 65,000 years. Taronga Zoo held several events on Cammeragal Country to celebrate Aboriginal and Torres Strait Islanders peoples and cultures. This included; hosting NITV Big Mob Breakfast show, recognising the success of Taronga's Indigenous staff and Community members and providing opportunities to deepen an understanding of the significant importance of cultural knowledge in conserving wildlife and the environments they live in.

Taronga Aboriginal Advisory Group, Cammeragal Country

Community consultation and engagement continues to be a high priority through the ongoing development of opportunities to strengthen cultural protocol and relationships across the organisation. In 2020 the Taronga Aboriginal Advisory Group (TAAG), Cammeragal Country welcomed three new members to the group, complementing and adding to the overall diversity and focus on the following key areas - Corporate relations and fundraising; Governance, legal and finance; Youth representation and voice; Country and language diversity and Indigenous employment and training.

Equal Employment Opportunity

Taronga understands the importance of equal employment opportunity and anti-discrimination in the workplace and is committed to embedding Culture throughout the organisation. In March 2021, a new pillar was incorporated into the Strategic Plan 2021-2025: Commitment to Culture guiding the organisation to commit to and embed a way of working that respects and includes Indigenous peoples, cultures and place. In keeping with this focus, Taronga has engaged with stakeholders within the NSW Department for Planning, Industry and Environment and is actively working with the team for appropriate recruitment targets including a number of targeted roles.

In early 2020, Taronga Aboriginal Advisory Group (TAAG) Member and Cammaraigal Elder Dennis Foley took part in a training session and discussion with our people working within the Wildlife Retreat at Taronga. These pillars of knowledge are included within the training of members of the Wildlife Retreat, this knowledge will further create a safe cultural space for our Indigenous people.

During Reconciliation Week the Taronga team shone a light on and featured some of our Indigenous team members in weekly Humans of Taronga posts, highlighting what reconciliation means to them and the ways forward as a society and as a nation. The Organisation Development and Learning Team also featured members of our Taronga Aboriginal Advisory Group in these posts, highlighting the important work that the TAAG Team do in advising our organisation in matters of culture.

Disability Inclusion Action Plan

Taronga participates in the NSW Government’s Disability Inclusion Action Plan Steering Committee and through this ensures that it continues to make progress against its commitments. Guests to Taronga may have varying needs and require special assistance during their visit, and Taronga has ensured that its website reflects up-to-date information on accessibility offerings at Taronga, enabling guests to best plan and enjoy their visit.

Flexible working

Following the first COVID-19 lockdown in 2020, Taronga introduced a new Flexible Work Policy, modelled off the NSW Government’s best practice recommendations. In January 2021, prior to implementation of the new policy, 45 employees had a formal flexible work arrangement in place. Following the roll-out, these numbers have more than doubled, with 133 employees now having formal flexible working arrangements in place.

FLEXIBLE WORK ARRANGEMENT TYPE	JAN 2021	JULY 2021
Adapting hours	0	6
Long term leave of absence	2	9
Reduced hours	37	62
Work from another location	6	56
GRAND TOTAL	45	133

Work Health and Safety (WHS)

Safety, Health and Wellbeing

Taronga’s safety management system – TarongaRISE – aims to foster a positive safety culture through open communication and consultation with our staff, visible leadership demonstrated through safety interactions, training, risk reporting and rewarding good safety behaviours, encouraging everyone to ‘RISE’ to safety. The executive team provided assurance that current and emerging risks were identified and mitigated with effective critical controls. All risks were controlled to a low risk rating in line with Taronga’s risk tolerance statement for safety.

The 2020 People Matters Survey included a section on safety and wellbeing which returned a favourable 91% of staff knew how to report an occurrence and there was a 73% engagement level, suggesting staff are feeling satisfied and fulfilled at work. Taronga’s health and wellbeing initiatives continued to focus on mental health and resilience as identified as a key focus area by staff. During the COVID-19 lockdown, Taronga created an intranet to provide health, wellbeing and safety information for staff working from home providing a means to undertake an ergonomic assessment. The Taronga employee assistance service was heavily promoted, with 9.4% of support calls directly related to COVID-19. Taronga’s existing mental health initiatives continue to grow during the pandemic with a focus on training and peer support.

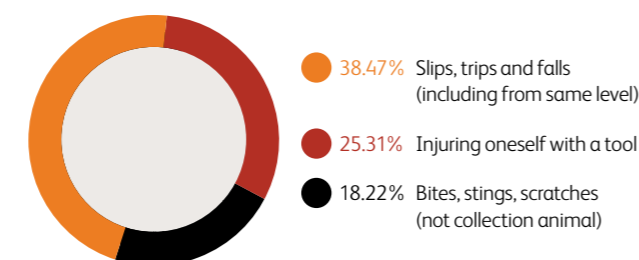
Of the 165 incidents reported 20% resulted in a medical treated injury with the average claim remaining open for one week. Of the 33 injuries, there were no lost time injuries, resulting in a 0.00 lost time injury frequency rate (LTIFR). The top mechanism of injury from the 165 incidents reported was slip, trip, fall.

Improvement Notices and Notifiable Incidents

There were no Regulatory Improvement Notices or Penalties issued in the financial year. There were no reportable significant occurrences.

OCCURRENCES	2019/20	2020/21
Hazard	92	109
Near Miss	110	84
Incident	208	165

Top 3 Mechanism of Injury for 20/21 Incident Reports



Platypus being treated at the Taronga Wildlife Hospital

PERFORMANCE INDICATORS	2019/20	2020/21
Severity Rate Lost time injury frequency / workplace injuries for both Zoos	2.81	0
Employee Turnover	Taronga Zoo	17.87%
	Taronga Western Plains Zoo	14.84%

Causation Factors

The causation factors from worker’s compensation claims

CAUSATION FACTOR	2018/19	2019/20	2020/21
Falls, trips and slips	23%	18%	22%
Body stressing	17%	27%	9%
Hitting objects with a part of the body	13%	21%	26%
Being hit by moving objects	33%	16%	13%
Vehicle incidents and other	10%	0%	13%
Chemicals and other substances	4%	0%	3%
Heat, electrical and other environmental factors	0	16%	13%
Mental stress	0	2%	1%

FINANCIAL *and* ENVIRONMENTAL SUSTAINABILITY

Continuous improvement and integration of financial and environmental sustainability.

Key Achievements

Record finances for the Foundation and Western Plains Accommodation

Taronga Western Plains Zoo's accommodation had a hugely successful year, in spite of the challenges of COVID-19. Zoofari Lodge led the way with over 15,000 visitors in 2020/21 and an outstanding occupancy rate of 96%. Meanwhile, Taronga's Foundation achieved an outstanding income of \$18.8m, the highest in its 20 year history and a huge achievement during a difficult year.

Successful transition to a decentralised Purchasing model improves business efficiencies

The Taronga purchasing team introduced a new decentralised purchasing model which has improved the way Taronga manages spend, transactions and overall purchasing. The first stage of the project went live in April 2020, with a fully decentralised purchasing process rolling out from July-October 2020. As a result, the organisation has become more efficient, allowing individual divisions greater access to purchasing requests and visibility of overall spend.

Diverting food waste

In May 2021, Taronga Western Plains Zoo installed a Hot Rot organic processor that allows the Zoo to divert food scraps and compostable packaging from landfill to create compost. The Hot Rot Organic processing machine is a game changer for the Zoo as it will divert more than 250kgs of food waste from landfill every day.

“

Zoo Friends experienced strong growth with 32,400 new paid members.

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As part of the project, Taronga Western Plains Zoo has also installed new bin systems at both the Zoo Café and The Waterhole to allow guests to separate organic waste from other waste streams. Organics bins have also been installed at the Zoo's catering and food preparation areas to divert this waste from landfill. This new system will also help the Zoo to track closer to achieving its target of diverting 90% of its operational waste from landfill by 2025.

Electrical upgrades

Taronga has completed major upgrades, following a 2019 audit of Taronga's electrical systems. In June 2021, the main High Voltage electrical supply cable supplying electricity to the Zoo was replaced. The cable was over 40 years old and due to the age of the infrastructure it provided a significant risk to operations. Replacing the cable required a full planned electrical shutdown in operating memory. The Capital team undertook significant stakeholder engagement and risk management to ensure all operational requirements were met while the Asset team provided the electrical contractor management. The full site shutdown went to plan on the 22 June without issue.

Zoo Friends Annual Membership

Following the reopening of Taronga's Zoos in June 2020, it was anticipated that concern around COVID-19 and a lack of consumer confidence would result in a challenging year for Zoo Friends membership sales. However, Zoo Friends experienced strong interest and growth. Across the financial year, there were 32,400 paid members who joined, and 30,749 paid renewals - a 45% increase on budget. Membership sales from Taronga Western Plains Zoo performed particularly well, with membership sales doubling their original budget.

Despite some periods of the year being further impacted by COVID-19, including the all-important summer holiday period and the final weeks of June, Zoo Friends achieved total revenue of over \$5.2 million. This was significantly higher than original expectations, and only 6% below the strongest year on record.

A further 4,000 membership groups joined or renewed as part of the Red Taronga Saver partnership with Red Energy and, at the end of the financial year, Zoo Friends had a record 142,000 active members.



African Savannah – Chris Wheeler

Environmental Sustainability

Taronga is committed to helping secure a sustainable future for our planet. Taronga is continually reducing waste to landfill and identifying opportunities for resource efficiency through ongoing utilities monitoring. Taronga has been certified Carbon Neutral with Climate Active since 2018 and is developing a pathway to Net Zero emissions with a significant reduction in operational emissions.

Leadership in sustainable infrastructure

Each year, Taronga makes exciting updates and additions to its exhibits and supporting infrastructure, which provide an opportunity for efficiencies and improvements that reduce organisational environmental impact. Large scale developments like the African Savannah at Taronga Zoo Sydney utilise progressive environmentally sustainable design principles like water reuse, energy efficient fittings and Forest Stewardship Council certified timber.

Taronga also developed a policy that all new buildings over \$25 million are to be certified by the Green Building Council of Australia targeting at least a 5-star Green Star rating. For new precincts and exhibits over \$25 million, they are to be certified by the Infrastructure Sustainability Council. Taronga is also committed to embedding comprehensive environmentally sustainable design principles into all projects over \$2 million, including regular engagement of design and construction contractors with the Taronga Sustainability team.

Keeper-led water reduction projects

Through a dedicated program, Taronga supported employees and volunteers in executing small projects that would reduce the environmental footprint of their business area. The projects have had an enormous impact particularly in the area of water efficiency. The Marine Mammals team installed a pump that allows for reuse of water for seal enrichment rather than consuming potable water. At Taronga Western Plains Zoo, the Cheetahs and African Wild Dogs team have implemented a double pot sink that directs bucket wash water onto the Mulberry browse plantation for reuse. Switching from sprinklers to misters in the Free Flight Birds aviaries has reduced water consumption by 99 per cent, demonstrating that small changes can go a long way. In total, the five projects will reduce Taronga's water consumption by more than 4,000 litres per week, and a further 21,000 litres per day during peak summer temperatures.

“

Large scale developments like the African Savannah at Taronga Zoo Sydney utilise progressive environmentally sustainable design principles.

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Marketing and Promotional Activities

Taronga Zoo

Taronga took a reserved approach to paid advertising and brand marketing in the first half of 2020/21, leveraging the significant reach and engagement of the Taronga TV platform to promote the newly opened African Savannah in place of paid media across July and August.

With Australian families experiencing frustration due to travel restrictions, Taronga looked to provide some much-needed adventure across the Summer and Easter periods with the launch of its 'Travel the Whole WILD World' campaign. The campaign offered guests the opportunity to experience and learn about the unique wildlife of five distinct regions of the world by following a number of curated Zoo itineraries spanning Africa, Asia, Australia and the Americas.

For those unable to make a visit, a range of regionally-themed keeper talks were published across Taronga's social channels, to allow the broader community to explore the Whole WILD World from the comfort of their living rooms.

The campaign was incredibly well received by the broader community, capturing hearts and minds online amid the Northern Beaches outbreak of December 2020 and contributing towards an exceptionally strong Easter visitation period for Taronga Zoo Sydney, in combination with the Dine & Discover program launched in March 2021.

Guests could redeem their vouchers online and Taronga was quick to integrate Dine & Discover messaging across Taronga's creative and messaging for both paid and organic promotional activity. This resulted in Taronga Zoo Sydney becoming one of the Top 10 Discover venues in NSW, with in excess of 95,000 vouchers processed across both Zoo sites to end of June 2021.

Taronga Western Plains Zoo

The year began against the backdrop of a nation emerging from the global pandemic and whilst the situation was relatively stable in NSW, this was not the case in other states. In NSW, pent up demand for travel combined with Regional NSW being viewed as a safe destination to travel to, saw an immediate impact at Taronga Western Plains Zoo with record visitation achieved in July 2020. This momentum continued into Spring, assisted by State and Federal tourism campaigns encouraging Australians to explore their own backyards.

During this time, the Marketing and Communications team were focussed on producing content for Taronga TV, planning promotional activities for the return of tours and encounters, developing new creative for the return of paid advertising and generating media coverage to support regional tourism recovery.

In summer, the team implemented the Zoo's first paid advertising activity in over 12 months. This achieved some of the best metrics the Zoo has seen, driving 38% of total pax for December – February. A Sydney outbreak in late December/early January saw decreased consumer confidence in visiting metropolitan areas, and Regional NSW and the Zoo experienced increased visitation from Sydney, Central Coast, Hunter and Central West NSW.

In autumn, further reach into these key markets was achieved via a contra campaign with Taronga media partner Ooh! Media. In early winter, a video and photo shoot captured new content of key experiences that really resonated with audiences in 20/21, such as the Savannah Safari. This content was used to update campaign assets for rollout in FY2021/22.

Digital Marketing

The core focus for the Digital Marketing team in 2020/21 was to optimise the Digital Marketing Strategy across all digital channels and platforms to effectively adapt to the rapidly changing requirements that COVID-19 presented.

With the reopening of Taronga's Zoos in June 2020, the Digital Marketing team continued to focus on driving admissions through an optimised paid advertising strategy, which included the launch of a new online ticketing platform in September 2020. The new platform enabled users to pre-select a date to visit the Zoos and supported Taronga's goal to move the majority of ticket sales online in order to streamline data collection for contract-tracing purposes.

The flexibility of this platform allowed the Digital Marketing team to leverage sophisticated features such as online tactical offers to further drive admissions throughout the year and supported the successful early adoption of Dine & Discover NSW in time for the Easter long weekend.

These tactical campaigns, along with the optimised Digital Marketing strategy, resulted in significant improvements to digital campaign efficiencies, website traffic and growth to online admission revenue.

Throughout 2020/21, the Digital Marketing team continued to support Taronga TV through amplifying video content across Taronga's website, YouTube, social media and email marketing channels. The CRM project launched in early 2020/21 with the Digital Marketing team leading ongoing data requirements and segmentation strategies to enhance communications with Taronga's database, which resulted in significant improvements to the database size and engagement metrics compared to the year prior.

Retail

Taronga Zoo

Taronga's Retail results were indicative of the lower overall visitation and the change within the mix of visitors. The increased proportion of Zoo Friends lowered the spend-per-head compared to the previous year, but by less than 10%. Limited opportunity to open multiple retail outlets combined with adherence to COVID capacity restrictions hampered the ability to increase spend-per-head but sales overall remained. The global nature of the pandemic impacted Taronga's ability to responsibly source products internationally so more local suppliers were used, resulting in an increase to the cost of goods over the full year.

Taronga Western Plains Zoo

Taronga Western Plains Zoo's retail outlet had a record year with gross sales up by 91% on the previous year. The retail shop also removed single-use bags and commenced up-selling calico bags which resulted in this item becoming one of the biggest sellers for the retail outlet. The Zoo Shop also commenced stocking locally produced indigenous products from Native Secrets.



Catering and Functions

Taronga Zoo

In-grounds catering results reflected the general visitation to Taronga. Adherence to COVID restrictions and expense management were key areas of focus for Taronga's catering provider EPICURE throughout the year. The Taronga Centre's two main function spaces underwent refurbishment during the year resulting in significantly increased demand and positive feedback from existing clients, with March 2021 producing the most financially successful functions month on record. In January 2021, Me-Gal, the restaurant servicing the Wildlife Retreat at Taronga, was awarded Two Chef Hats by the Australian Good Food Guide. This is an extremely prestigious accolade and this award has been an excellent promotional opportunity for both the Me-Gal restaurant and Wildlife Retreat.

Taronga Western Plains Zoo

Taronga Western Plains Zoo's catering income for the year was \$2,674,022, an increase of 128% on prior year. This result was driven by increased visitation during the year and supported by an improved menu both at Zoo Café and Bar and the new Waterhole Café.

The new Waterhole precinct opened in late June 2020 which features an open style café that boasts views of the Meerkats and other herd species. The new precinct proved extremely popular with guests, particularly during the warmer summer months when the water play feature extended dwell time for families looking to cool off.

Taronga Western Plains Zoo's functions result continued to be impacted by the restrictions around gatherings and uncertainty throughout the year. Therefore, the overall result of \$321,848 in income was 7% above last financial year which was a positive outcome. Continued focus on menu and service improvement was well received and remained a focus for the team throughout the year. A suite of new wedding ceremony locations were introduced during the year which leveraged the beauty of the site's landscapes and exotic animal population, and also enabled multiple wedding ceremonies to take place on the same day.

Overnight Programs

Taronga Zoo

The Wildlife Retreat at Taronga accommodated 21,500 guests and Roar and Snore welcomed 6,468 over the year. The majority were NSW residents enjoying a 'staycation' and making the most of unique experiences close to home. Guests provided reviews that ranked Taronga's guest offerings as some of the top hotels in Sydney, with the Wildlife Retreat at Taronga awarded a 'Trip Advisor Best of the Best', naming it as one of the top 1% of hotels worldwide. In addition to this, Me-Gal restaurant was awarded Two Chef Hats by the Australian Good Food Guide. Limitations on interstate and international travel led to a decrease in demand and this was offset by opening reduced nights to contain costs. Changing COVID restrictions meant the operations team were adjusting service delivery on a regular basis but this was well handled and received by guests.

Taronga Western Plains Zoo

Taronga Western Plains Zoo's range of overnight guest experiences had an outstanding year and helped to lead the recovery from prior year closures due to the COVID-19 pandemic. Zoofari Lodge led the way with a total of 15,296 visitors (up 58% on prior year), and an occupancy of 96%. Zoofari Lodge tours and dining experience were modified multiple times throughout the year to ensure full compliance with NSW Health guidelines. Zoofari Lodge also featured in the Zoo's marketing campaign on social platforms leading into spring which saw strong bookings follow. Savannah Cabins accommodated 19,683 guests during 2020/21, an increase of 86% on prior year. Construction was completed at the Savannah Cabins of a new children's playground for exclusive use by Cabins guests. Billabong Camp had 6,152 visitors experience this overnight program, an increase of 27% on prior year despite capacity restriction imposed as a result of NSW Health guidelines. Billabong Camp continued to improve on its overall experience enhancing the offering with family games at the camp site and the addition of viewing lions and cheetahs during the walking tours. Both have been well received with positive feedback from guests.

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In January 2021, Me-Gal, the restaurant servicing the Wildlife Retreat at Taronga, was awarded Two Chef Hats by the Australian Good Food Guide.

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Zoo Friends

With the challenging end to 2019/20, the expectation of ongoing consumer concern around COVID-19, and low consumer confidence, it was anticipated that 2020/21 would be a challenging year for membership sales. In reality, the beginning of the year saw strong interest in memberships, and Zoo Friends experienced high sales and growth. It is thought that this strong interest was likely driven by ongoing limitations on alternative leisure activities, and uncertainty around travel restrictions.

In total across the financial year, there were 32,400 paid members join, and 30,749 paid renewals or reactivations, a significant increase on 2019/20, even when factoring in the impact of closure. Reactivations performed particularly well throughout 2020/21, with many members who had lapsed during the Savannah construction period re-joining in the first 6 months of the year. Membership sales from Taronga Western Plains Zoo also saw more than a 50% increase on the previous year.

Despite some periods of the year being further impacted by COVID-19, including the important summer holidays, and the final weeks of June, Zoo Friends achieved total revenue of over \$5.2 million. This was significantly higher than original expectations, a 20% increase year on year, and only 6% below the strongest year on record.

With the ongoing uncertainty around the COVID situation, Zoo Friends limited paid acquisition activities throughout 2020/21, instead focusing on targeted engagement and reactivation campaigns. These campaigns leveraged general admission marketing activities to benefit from increased awareness, and drove sales at a small cost to the organisation.

The Zoo Friends lifecycle communications strategy continued to be optimised, with the implementation of new post-purchase emails. This included a multi-email welcome journey for new members, familiarising them with their membership and local Zoo. Customised communications for renewing and reactivating members were also implemented. Overall, these and other lifecycle communications changes had a positive impact on member experience, particularly upon joining.

The Red Taronga Saver partnership continued to perform well throughout 2020/21, with over 4,000 Red Taronga Saver membership groups either joining or being renewed during this period. As well as broadening the Zoo Friends audience, this partnership has created an additional membership revenue stream.

Zoo Friends ended 2020/21 with a record 142,000 current active members across nearly 40,000 households.

Taronga Zoo Wild Ropes

Wild Ropes has had a successful year, in spite of expected challenges from COVID restrictions and Taronga's reinforcing social distancing restrictions. In April 2021 Wild Ropes hosted 4,456 climbers, the second highest number of patrons in a single month since opening in December 2014 – a significant achievement with the children's courses operating at only 50% capacity. Under new ownership since March 2021, Wild Ropes had returned to pre-Covid levels of operation very quickly and at a newly negotiated lower operating expense. Overall margin return was the same as 2018/19 at 31%.

The Taronga Foundation 20/21

The Taronga Foundation was privileged to receive support throughout the year, generating income of \$18.8m, which is the highest annual income since it was established 20 years ago. These funds were generously donated from individuals through direct marketing, regular giving, trusts and foundations, corporate partners and individual supporters who kindly remembered Taronga in their Will. Funds raised throughout the year supported field conservation grants program, in-situ conservation partnerships, education and research projects. This continued support also enabled major redevelopments at both Zoos this year, including kick starting the Wild Futures project; laying the foundations for the building of a new state of the art Wildlife and Veterinary Teaching Hospital at Taronga Western Plains Zoo.

Corporate Partnerships

The Foundation secured over \$5 million in financial support from corporate partners to fund Taronga's critical conservation work during the financial year. This included more than \$3.3m in cash contributions and more than \$1.5 million of in-kind support providing significant savings in the operation of both Zoos. The success of Taronga's Corporate Partnerships program is attributed to over 55 long-term partners whose ongoing support was integral to the financial sustainability of the organisation. Additionally, Taronga engaged various new corporate partners throughout the year including Citi as financial services partner, joining Red Energy, Peters Ice Cream, QBE Insurance Australia and Coca Cola Amatil as a Principal Partner of Taronga's conservation efforts.

Fundraising Events and Community Fundraising

The Foundation's fundraising events raised \$222k in 2020/21. There was strong interest from individuals who joined Team Taronga as part of our Community Fundraising program to fundraise for Taronga. In particular, one fundraiser asked her family and friends to donate to Taronga in lieu of presents and raised just over \$10k for Taronga conservation programs. From an events point of view, the year was started on a strong footing with the inaugural Zoo Ball, raising \$180k to support the critical work of the Wildlife Hospital at Taronga Western Plains Zoo. Held in the recently opened Savannah Waterhole, 170 guests enjoyed an inspirational evening of delicious food, live entertainment whilst supporting the critical work at the hospital. Whilst Zoofari was not able to be held in 2020, the Foundation tested a new type of COVID-safe fundraising event - The Taronga Challenge. This scavenger hunt-style challenge event took small teams through the Zoo at dusk giving them behind-the-scenes access to animals and exhibits, all while raising much-needed funds. The Taronga Challenge exceeded fundraising targets, raising \$156k. In addition, networking opportunities were realised and new donors were introduced to Taronga's long-term vision for wildlife conservation.

Major Gifts and Gifts in Wills

The Taronga Foundation is grateful to the generous supporters that have left gifts in their Wills, contributing \$4.9 million in support of Taronga's conservation work.

Generous gifts were also received from a number of individuals, with \$6.7 million donated in total to support the establishment of the Wild Futures project, providing a new Wildlife Hospital at Taronga Zoo Sydney and Taronga Western Plains Zoo, as well as ongoing wildlife recovery work in Australia and conservation projects overseas. Major donors are helping fund some new initiatives as such the WildEnforce project, using forensics to combat illegal wildlife trade and supporting the development of Platypus refuge, breeding and research facilities in Sydney and Dubbo. As well as supporting the HATCH, Taronga Accelerator Program, which aims to help drive innovative solutions to some of the world's most pressing conservation and environmental challenges

Taronga Foundation hosted a number of events in the year to thank donors and partners for their extraordinary support, including a preview Savannah breakfast and Friends of Future breakfast.

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

- Auxilium Foundation
- Mr Len Bleasel AM
- BridgeLane Foundation
- The Caledonia Foundation
- Conen-Spence Trust
- Steve and Anna Crane
- Ian Darling AO and Min Darling
- Max and Dianne Denton
- Nibban Dowe
- Mr Jerry Ellis AO and Mrs Ann Ellis
- Mr Richard Elmslie and Mrs Leslie Tilly
- For Animals Foundation
- Ms Rosie Williams and Mr John Grill
- The Lin Huddleston Charitable Foundation
- Dr Sandra and Mr Graham Humphrey
- Mrs Ingrid Kaiser
- Kennards Hire Foundation
- Maple-Brown Family Foundation
- Margaret Jack AM
- Morgridge Family Foundation
- Mark and Louise Nelson
- Ottomin Foundation
- Mrs Rebel Penfold-Russell
- Alan and Lynne Rydge
- Mr and Mrs John and Rosalinda Sample
- Skipper-Jacobs Charitable Trust
- The Dick and Pip Smith Foundation
- The Suters Family
- Turnbull Foundation
- Twynam and Kahlbetzer Family
- The Vine Foundation
- Vonwiller Foundation
- The Wiggs Foundation

Friends of the Future Income

(Funds received from estates 2020/21)

- The Estate of the late Miss Susan Bateman
- The Estate of the late Sanchia Cochran
- The Estate of the late Ms Grechen Dechert
- The Estate of the late Ms Margaret Hill
- The Estate of the late Mr Stanley Johanson
- The Estate of the late Ms Helen Marjorie Molesworth
- The Estate of the late Ms Jillianne Ortner
- The Estate of the late Ms Robin Bernice Potter
- The Estate of the late Mrs Valerie Ryan
- The Estate of the late Mr Douglas Webb



David Paradise with a young Red Kangaroo, at the Taronga Institute of Science & Learning

“

The Taronga Foundation was privileged to receive support throughout the year, generating income of \$18.8m.

”

Individual Giving

Taronga developed four strong appeals raising funds for conservation work around Platypus and marine turtles. Zoo visitors gave generously via donation boxes in grounds and through newly installed tap-to-donate machines, raising over \$1 million. Taronga were also awarded a highly commended by Fundraising Institute Australia (FIA) for the inaugural emergency campaign in response to the bushfires of 19/20.

Regular Giving

The Taronga Wildlife Defender regular giving program raised over \$1.27 million from new and existing supporters. New donors were acquired through cash conversion campaigns and two-step campaigns.

Zoo Parents

Zoo Parents contributed an income of \$414k and introduced a new Platypus Zoo Parent adoption as a result of Taronga's increasing focus on the plight of the platypus and establishment of the research and rehabilitation centres in Sydney and Dubbo.

The Taronga Foundation Chairman's Report

It has been an interesting year for Taronga, as for all of us, with the challenges of COVID-19, however, I am inspired and heartened by the generosity of Taronga supporters over this period contributing this financial year net totalling \$18.8million.

I am incredibly grateful to all of Taronga's dedicated supporters committed to enabling Taronga to achieve its vision. The generous support has allowed Taronga's team including scientists, educators and conservationists to continue their incredibly important and urgent work both in Australia and across the globe.

I would like to thank our wonderful Zoo Ball committee who hosted the inaugural Zoo Ball in Dubbo in March and also the Zoofari committee who organise the annual Zoofari fundraising dinner. Although Zoofari was unable to be held this year, the committee continued to work away and hope to bring an even better Zoofari Gala when restrictions allow. I am also deeply grateful to every one of our corporate partners and donors who have continued their support of Taronga in a most challenging year.

Finally, my thanks go to Taronga Chief Executive, Mr Cameron Kerr AO, the Chairman, Board members and the committed staff at Taronga Zoo and Taronga Western Plains Zoo for their dedication to the organisation and the animals it supports. I commend the outstanding work done by Cameron and his team and take much pride in Taronga's position as a world-leading zoo, dedicated to preservation, conservation and scientific research.

David Paradise AO

Chairman, Taronga Foundation

CENTENARY CAPITAL PLAN

Deliver the Centenary Capital Plan on time and on budget to secure Taronga's position as a leading conservation and nature tourism organisation.

Key Achievements

Australia's first specialist wildlife veterinary teaching hospitals

In the 2020-21 NSW Government Budget, Taronga was awarded funding of \$37.5m for the Taronga Wildlife Hospitals program – a four-year capital project across both sites with a total investment value of \$80.7m. The government has contributed \$40.7m of which Taronga are fundraising, to match the remaining \$40m for the Wildlife Hospitals program.

Construction of the Taronga Wildlife Hospital, Dubbo commenced March 2021 with the design and planning phases of the Taronga Wildlife Hospital, Sydney underway. This expansion will increase capacity for wildlife treatment, double teaching space to upskill future veterinary practitioners and engage future conservationists through educational activities previously unable to be viewed by zoo guests. The program of works also includes a new Reptile and Amphibian Conservation Centre in Sydney.

Conservation Precincts

The Taronga Capital Team have continued to deliver additional conservation facilities throughout 2020/21 with the design and construction of a new Northern Corroboree Frog conservation space. This facility not only provides increased breeding capacity but also offers a guest facing interface to showcase and highlight the species and Taronga's conservation programs. Funding has also been secured to develop infrastructure to support some of Taronga's significant zoo-based conservation programs such as Bellingen River Snapping Turtle Breeding and a Platypus Refuge and Research facility.

'Iyora' Australia

Early works have commenced on the 'Iyora' Australia, a new precinct which will provide guests with the opportunity to experience the uniqueness of Australian wildlife and gain deeper appreciation of Aboriginal culture and its connection to animals and country. The tender and delivery of the main construction phase is well underway in anticipation of the main works commencing in late 2021.

“Funding has also been secured to develop infrastructure to support conservation programs such as Bellingen River Snapping Turtle Breeding.”

Capital Works and Project Planning

Following successful delivery of several projects in 2019/20, the Centenary Capital Program in 2020/21 has transitioned to planning and design development phases for the next round of capital projects that will not only transform the facilities for wildlife in our care, but provide opportunities to further expand Taronga's capacity for the treatment and rehabilitation of wildlife species and to deliver our education and conservation programs.

NSW Centre for Wildlife Rescue, Conservation Medicine and Species Recovery

A co-contribution by the NSW Government has enabled Taronga to commence the design and delivery of an \$80 million capital program to position NSW and Taronga as a global leader in species recovery and wildlife rescue. The program includes state-of-the-art Specialist Wildlife Veterinary Teaching Hospitals at both Taronga Zoo and Taronga Western Plains Zoo in addition to providing a new Reptile and Amphibian Conservation Centre at Taronga Zoo.

The new facilities will replace existing veterinary, quarantine and animal nutrition facilities. The relocated and expanded hospitals will not only provide modern amenities for wildlife case, nutrition and research but also significantly increase capacity for the treatment of resident animals in addition to expanding and improving capacity for the treatment and rehabilitation of wildlife species.

A central part of the design and purpose for these facilities is the critical role the new hospitals will play in education. The proposed new facilities will double the current teaching space and upskill future conservationists, students, veterinary practitioners, scientists and wildlife carers.

The new specialist hospitals will also play a vital role in engaging the public in wildlife conservation by deeply engaging Taronga's visitors in previously 'back of house' activities including opportunities to view animal treatment, surgeries and breeding centres.

Construction has commenced on the Taronga Wildlife Hospital, Dubbo with the Taronga Wildlife Hospital, Sydney and Reptile and Amphibian Conservation Centre projects currently in early design development.

'Iyora' Australia

Featuring an up-close Australian animal habitat experience, 'Iyora' Australia will incorporate a specially designed koala encounter area with canopy walk, provide significant extensions to the kangaroo and wallaby walkthrough experience, refurbish Taronga's much-loved nocturnal exhibition and incorporate underwater viewing of platypus. The revamp will also include a new western pavilion, tree top walkways and back-of-house and infrastructure upgrades.

Following planning approval, enabling and demolition works commenced in the first half of 2021 with primary construction works scheduled to commence in late 2021.

Conservation Facilities

In 2020/21 several conservation programs commenced design development including new Platypus Refuge and Research centres at both sites. These projects will provide facilities for the safe housing of platypus during emergency events such as the recent droughts. Importantly, specialised research components will be included to allow Taronga and its partners to further understand this important species.

Funding was also secured to enable development of an increased Bellingen River Snapping Turtle conservation program in addition to increasing capacity to support the Corroboree Frog conservation and breeding program at Taronga Zoo.

Facilities and Infrastructure Asset Maintenance

Taronga Zoo

Taronga continued with its planned program of maintenance. Planned maintenance combined with capital investment enabled the safe deferral of some non-urgent risk assessed maintenance through site shutdown periods, while the facilities team continued to provide priority reactive maintenance and operational support onsite.

In 2021, Taronga Zoo upgraded its High Voltage electrical infrastructure and Great Southern Oceans Filtration systems to ensure safe and ongoing service and a reduced risk of breakdown. Compliance maintenance was also a focus through 2020/21 with electrical appliance tagging and testing and plumbing non-return valves being audited and tested across site.

Taronga Western Plains Zoo

The facilities team at Taronga Western Plains Zoo has been engaged in customer-focused improvements and site presentation over the last year. Wayfinding, footpath and cycle path improvements have been instigated to ensure ease of guest interaction and access to the site. Ongoing site development and maintenance has been completed at Zoofari Lodge with plans to continue with upgrades to the main guest house and pool area. The completion of the Waterhole precinct has facilitated improvements to the surrounding exhibits to ensure the highest level of presentation and guest emersion. Improvements have also continued with behind-the-scenes animal movement and holding facilities to increase the diversity of exhibit usage and to aid in rotation of animals off exhibits to allow for pasture improvement and resting.

Increase diversity within off site browse collection has permitted the Horticulture team to improve the collection types and amounts to assist the keeping team with supply.

The installation on the new HotRot composting system on site has greatly improved the Zoo's sustainable footprint. The machine processed all café and catering food waste creating compost that can be used for pasture improvement and browse plantation into the future.



Platypus underwater viewing at 'Iyora' Australia

Heritage Asset Management

Taronga continues to conserve its heritage assets, with brick piers and three rustic sandstone seats at the base of the Grand Stair underpinned and restored. Meanwhile, at the entry to the new Lion exhibit, a group of seven stone seats and adjacent stone wall were repaired, heritage assessments were carried out ahead of future development projects, and a proposal to conserve and relocate the Hallstrom Memorial was developed.

As a response to the COVID-19 pandemic, a number of Taronga staff and volunteers were redeployed to work on Taronga's records and archives. During this period, Taronga's Capital Works records were assessed according to State Archive guidelines and important archive items and artefacts identified and registered for access by future generations.

Horticulture

Taronga horticultural department has been involved in the providing guidance and advice in the exhibit design for upcoming capital projects. Taking a holistic approach to the design of exhibits, the horticulturalists have been involved in every stage of the design process. This included assistance with choosing plants species that are endemic to particular areas, the maintenance regime for plants and ongoing upkeep through to the conclusion of the project.

“
‘Iyora’ Australia will incorporate a koala encounter area, underwater viewing of platypus, and tree top walkways.
”

TARONGA STRATEGIC PLAN 2021-2025

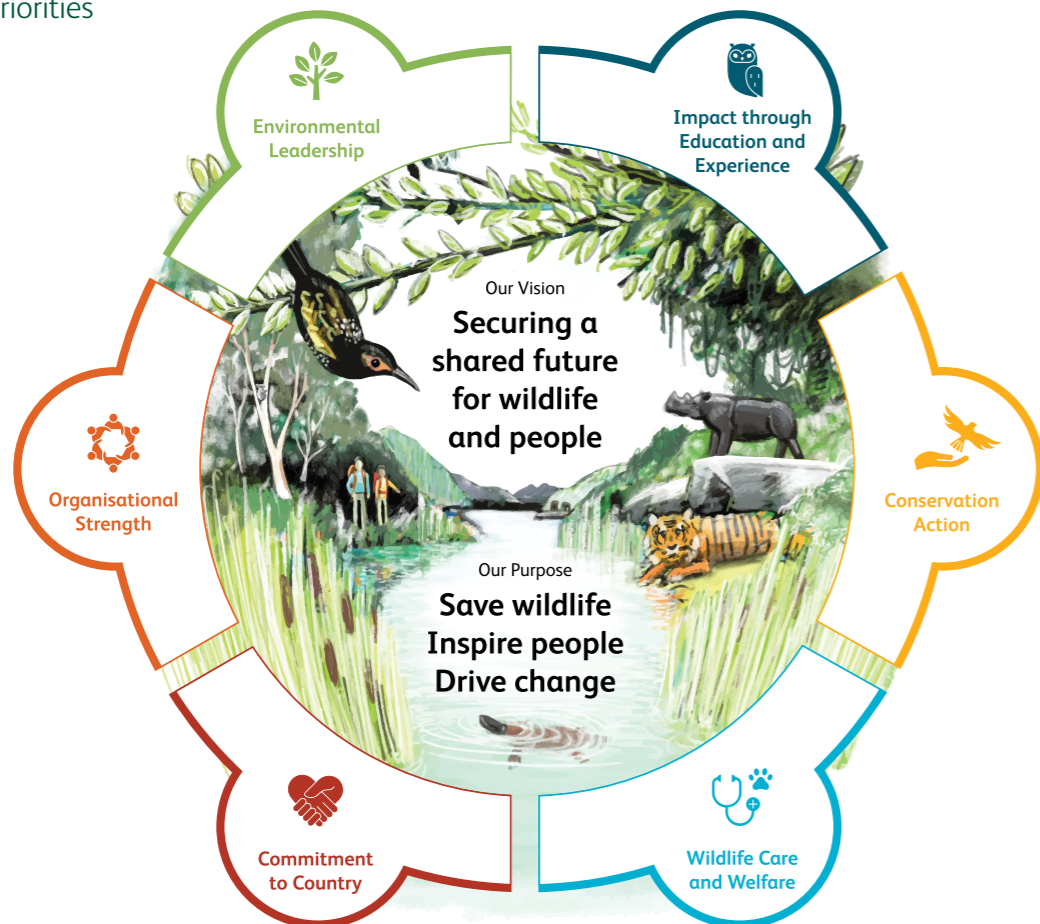
An Ambitious Path

On World Wildlife Day, 3 March 2021, Taronga CEO Cameron Kerr AO was joined by NSW Environment Minister Matt Kean to launch Taronga's Strategic Plan 2021-2025 underpinned by a pledge to use the skills and expertise to save wildlife from extinction.

The Strategic Plan builds on Taronga's expertise in wildlife conservation, education and community engagement, to tackle some of the most pressing issues that humanity and our planet have ever faced. Taronga recognises its important role and responsibility in the protection and restoration of nature through targeted action and by inspiring and engaging the two million guests we see at our Zoos each year.

Taronga's new strategic plan will shape conservation activities over the next five years and chart an ambitious path towards a shared future for wildlife and people by tackling the effects of climate change head on.

Strategic Priorities



Our Strategic Priorities, Vision and Purpose

The six strategic focus areas reflect the overarching priorities for Taronga as an organisation. These ambitious goals are aligned with Taronga's purpose and will help achieve Taronga's vision to secure a shared future for wildlife and people. They focus the expertise, energy and enthusiasm of Taronga's people to maximise impact. Each focus area has specific goals with objectives and measures to monitor progress across the period of this Strategic Plan.

Our Alignment with the United Nations Sustainable Development Goals

Taronga's 2021-2025 Strategic Plan recognises the need to address the threats of climate change at a global level and aligns with 11 of the UN's 2030 Sustainable Development Goals.



“

Taronga's Strategic Plan 2021-2025 has been developed in consultation with the Taronga Board, Management Team, our people at Taronga's two zoos and key stakeholders. I would like to thank them all for their contributions and expertise, enthusiasm and passion which enables our organisation to continually learn, evolve and grow.

I would also like to acknowledge the NSW Government, our volunteers, members, supporters and community whose support makes Taronga so much stronger as a wildlife conservation organisation. I look forward to working with you as we strive to achieve the ambitious goals in our Strategic Plan and secure a shared future for wildlife and people.

”

Cameron Kerr AO
Chief Executive



Chimpanzee – Lorinda Taylor

TARONGA ZOO *and* TARONGA WESTERN PLAINS ZOO'S PARTNERS IN CONSERVATION

Sponsorship supports the Taronga Foundation's contribution to conservation

Principal Sponsors



Crown Sponsors



Presidential Sponsors



Primary Sponsors

Cadbury Dairy Milk Freddo Lifestyle Solutions	Lion Nathan Genovese Suez	APA Group Brookfield	Epicure FlowBuilders	Carlton United Breweries
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Champion Sponsors

Minter Ellison ASX Troy Animal Healthcare	Hulsbosch IXOM Boehringer Ingelheim	Baby Jogger Bayer Cropscience	REM Systems NCR Corporation
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Supporters

Fujifilm	Virbac	Zoetis	Aspen Pharmacare
Chartis Technology	Waterlogic Australia	KPMG	Pest Control Technologies Int.
SC Johnson	Norton Rose Fulbright	Tourism and Transport Forum	Macquarie Anglican Grammar School
Koko Black	Wet & Forget	Buds & Bowers	
North Shore Specialist Centre	Kelato Animal Health	BPAY Group	
Gillie and Marc	NSW Fire Brigades Relief & Welfare	SASH Small Animal Specialist Hospital	

STATUTORY FINANCIAL STATEMENTS





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 Income Statement, the Statement of Comprehensive Income for the year ended 30 June 2021, the Statement of Financial Position as at 30 June 2021, the Statement of Changes in Equity and the Statement of Cash Flows, for the year then ended, notes comprising a Statement of Significant 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 2018* (GSF Regulation) and the Treasurer's Directions
- presents fairly 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 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).

I have fulfilled my other ethical responsibilities in accordance with 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 believe the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Level 19, Darling Park Tower 2, 291 Sussex Street, Sydney NSW 2000
GPO Box 12, Sydney NSW 2001 | t 02 9275 7101 | mail@audit.nsw.gov.au | audit.nsw.gov.au

Other Information

Taronga's annual report for the year ended 30 June 2021 includes other information in addition to the financial statements and my Independent Auditor's Report thereon. The members of the Board of Taronga is responsible for the other information. At the date of this Independent Auditor's Report, the other information I have received comprise the signed statement by the Board.

My opinion on the financial statements does not cover the other information. Accordingly, I do not express any form of assurance conclusion on the other information.

In connection with my audit of the financial statements, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude there is a material misstatement of the other information, I must report that fact.

I have nothing to report in this regard.

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 Regulations 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 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. 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 assumptions used in formulating the budget figures disclosed in the financial statements
- 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.



Min Lee
Director, Financial Audit Services

Delegate of the Auditor-General for New South Wales

31 August 2021
SYDNEY

**TARONGA CONSERVATION SOCIETY AUSTRALIA (TARONGA)
FINANCIAL STATEMENTS AND NOTES
FOR THE YEAR ENDED 30 JUNE 2021**

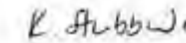
Statement by the Accountable Authority

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 2018* and the Treasurer's directions, and
- present fairly Taronga's financial position, financial performance and cash flows.



Chair of the Board



Member of the Board

Sydney
30 Aug 2021

INCOME STATEMENT
FOR THE YEAR ENDED 30 JUNE 2021

	Notes	2021 \$'000	2020 \$'000
Revenue			
Sale of Goods and Services	2	65,550	66,203
Government Grants	3	45,360	32,480
Investment Revenue	4	415	1,264
Other Income	5	30,579	24,656
Gain/(Loss) on Sale of Assets		-	(27)
Total Revenue		141,904	124,576
Expenses			
Personnel Services	6(a)	50,523	54,999
Depreciation and Amortisation	6(b)	35,256	30,035
Finance Costs	6(c)	1,470	1,516
Operating Expenses	7	42,021	36,540
Total Expenditure		129,270	123,090
NET RESULT		12,634	1,486

The accompanying notes form part of these Financial Statements.

STATEMENT OF COMPREHENSIVE INCOME
FOR THE YEAR ENDED 30 JUNE 2021

	Notes	2021 \$'000	2020 \$'000
NET RESULT		12,634	1,486
Other comprehensive income:			
<i>Items that will not be reclassified to net result in subsequent periods</i>			
Changes in revaluation surplus of property, plant and equipment	11	-	8,725
Other comprehensive income for the year		-	8,725
TOTAL COMPREHENSIVE INCOME		12,634	10,211

The accompanying notes form part of these Financial Statements.

STATEMENT OF FINANCIAL POSITION
AS AT 30 JUNE 2021

	Notes	2021 \$'000	2020 \$'000
ASSETS			
Current Assets			
Cash and Cash Equivalents	22(a)	30,799	37,613
Receivables	8	3,531	2,982
Inventories	9	1,224	1,459
Other Financial Assets	10	98,000	37,000
Total Current Assets		133,554	79,054
Non-Current Assets			
Property, Plant and Equipment	11		
-Land and Buildings		463,340	490,973
-Plant and Equipment		7,485	9,013
-Infrastructure		109,677	114,223
-Work-in-Progress		8,254	5,506
Total Property, Plant and Equipment		588,756	619,715
Right-of-use Assets	12	202	294
Intangible Assets	13	518	1,926
Total Non-Current Assets		589,476	621,936
Total Assets		723,030	700,990
LIABILITIES			
Current Liabilities			
Trade and Other Payables	15	19,845	18,681
Other Current Liabilities	16	23,515	12,395
Borrowings	17	8,051	166
Total Current Liabilities		51,411	31,242
Non-Current Liabilities			
Borrowings	17	45,001	53,509
Trade and Other Payables	15	5,390	7,646
Total Non-Current Liabilities		50,391	61,155
Total Liabilities		101,802	92,396
Net Assets		621,228	608,594
Equity			
Reserves		359,668	359,668
Accumulated Funds		261,560	248,926
Total Equity		621,228	608,594

The accompanying notes form part of these Financial Statements.

STATEMENT OF CHANGES IN EQUITY
FOR THE YEAR ENDED 30 JUNE 2021

	Accumulated Funds \$'000	Asset Revaluation Reserve \$'000	Total \$'000
Balance at 1 July 2020	248,926	359,668	608,594
Net result for the year	12,634	-	12,634
Other comprehensive income:			
Net change in revaluation surplus of property, plant and equipment	-	-	-
Total other comprehensive income	-	-	-
Total comprehensive income for the year	12,634	-	12,634
Balance at 30 June 2021	261,560	359,668	621,228
Balance at 1 July 2019			
Balance at 1 July 2019	247,440	350,943	598,383
Net result for the year	1,486	-	1,486
Other comprehensive income:			
Net change in revaluation surplus of property, plant and equipment	-	8,725	8,725
Total other comprehensive income	-	8,725	8,725
Total comprehensive income for the year	1,486	8,725	10,211
Balance at 30 June 2020	248,926	359,668	608,594

The accompanying notes form part of these Financial Statements.

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 30 JUNE 2021

	Notes	2021 \$'000	2020 \$'000
CASH FLOWS FROM OPERATING ACTIVITIES			
Receipts			
Sale of Goods and Services		88,902	93,046
Interest Received		460	1,546
Capital grant - NSW Government		16,317	11,570
Recurrent Grant - NSW Government		16,034	15,910
Other Grant - NSW Government		15,000	5,000
Other Grant - Australian Government		6,789	-
Insurance Proceeds		12,092	8,492
Total Receipts		155,594	135,564
Payments			
Personnel Services		(52,748)	(53,539)
Suppliers for Goods and Services		(37,600)	(46,283)
Finance Costs		(1,900)	(2,063)
Total Payments		(92,248)	(101,885)
Net Cash inflow from Operating Activities	22(b)	63,346	33,679
CASH FLOWS FROM INVESTING ACTIVITIES			
Purchases of Property, Plant and Equipment		(9,019)	(48,068)
Purchases of Other Financial Assets		(61,000)	-
Proceeds from Sale of Other Financial Assets		-	18,000
Proceeds from Sale of Property, Plant and Equipment		-	5
Net Cash outflow from Investing Activities		(70,019)	(30,063)
CASH FLOWS FROM FINANCING ACTIVITIES			
Repayment of Borrowings		(141)	(158)
Net Cash flow from Financing Activities		(141)	(158)
Net increase/(decrease) in cash and cash equivalents		(6,814)	3,458
Cash and cash equivalents at beginning of the year		37,613	34,156
Cash and cash equivalents at end of year	22(a)	30,799	37,613

The accompanying notes form part of these Financial Statements.

NOTES TO THE FINANCIAL STATEMENTS

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NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2021

1. Summary of Significant Accounting Policies

The principal accounting policies adopted in the preparation of these financial statements are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated.

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 2021 have been authorised for issue by the Board on 30 Aug 2021.

b) Basis of Preparation

The entity's financial statements are general purpose financial statements which have been prepared 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. Treasurer's Directions issued under the GSF Act.

Historical Cost Convention

The financial statements have been prepared under the historical cost convention, modified by the revaluation at fair value of land and buildings and infrastructure systems.

Critical Accounting Estimates

The preparation of financial statements requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying Taronga's accounting policies. The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to financial statements are disclosed in the relevant notes to the financial statements.

Rounding

All amounts are rounded to the nearest one thousand dollars and are expressed in Australian currency.

c) Comparative Figures

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

d) Statement of Compliance

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

e) Revenue Recognition

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*.

f) Leases

Taronga leases land for browse plantations, warehouse for storage of equipment and office and warehouse 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.

Extension and termination options are included in a number of property and equipment leases. These terms are used to maximise operational flexibility in terms of managing contracts. The majority of extension and termination options held are exercisable only by Taronga and not by the respective lessor. In determining the lease term, management considers all facts and circumstances that create an economic incentive to exercise an extension option, or not exercise a termination option. Extension options (or periods after termination options) are only included in the lease term if the lease is reasonably certain to be extended (or not terminated). Potential future cash outflows have not been included in the lease liability because it is not reasonably certain that the leases will be extended (or not terminated). The assessment is reviewed if a significant event or a significant change in circumstances occurs which affects this assessment and that is within the control of the lessee. During the current financial year there was no financial impact of revising lease terms to reflect the effect of exercising extension and termination options.

Right-of-use assets

Taronga recognises right-of-use assets at the commencement date of the lease (i.e. the date the underlying asset is available for use). Right-of-use assets are initially measured at the amount of initial measurement of the lease liability, adjusted by any lease payments made at or before the commencement date and lease incentives, any initial direct costs incurred, and estimated costs of dismantling and removing the asset or restoring the site.

The Right-of-use assets are subsequently measured at cost. They are depreciated on a straight-line basis over the shorter of the lease term and the estimated useful lives of the assets, as follows:

- Land and buildings 1 to 10 years
- Plant and machinery 1 to 5 years
- Motor vehicles and other equipment 1 to 5 years

If ownership of the leased asset transfers to Taronga at the end of the lease term or the cost reflects the exercise of a purchase option, depreciation is calculated using the estimated useful life of the asset.

The right-of-use assets are also subject to impairment. Taronga assesses, at each reporting date, whether there is an indication that an asset may be impaired. If any indication exists, or when annual impairment testing for an asset is required, the entity estimates the asset's recoverable amount. When the carrying amount of an asset exceeds its recoverable amount, the asset is considered impaired and is written down to its recoverable amount. After an impairment loss has been recognised, it is reversed only if there has been a change in the assumptions used to determine the asset's recoverable amount. The reversal is limited so that the carrying amount of the asset does not exceed its recoverable amount, nor exceed the carrying amount that would have been determined, net of depreciation, had no impairment loss been recognised for the asset in prior years. Such reversal is recognised in the net result

Lease liabilities

At the commencement date of the lease, Taronga recognises lease liabilities measured at the present value of lease payments to be made over the lease term. Lease payments include:

- Fixed payments (including in substance fixed payments) less any lease incentives receivable;
- Variable lease payments that depend on an index or a rate;
- Amounts expected to be paid under residual value guarantees;
- Exercise price of a purchase options reasonably certain to be exercised by Taronga; and
- Payments of penalties for terminating the lease, if the lease term reflects Taronga exercising the option to terminate.

Variable lease payments that do not depend on an index or a rate are recognised as expenses in the period in which the event or condition that triggers the payment occurs.

The lease payments are discounted using the interest rate implicit in the lease. If that rate cannot be readily determined, which is generally the case for the Taronga's leases, Taronga's incremental borrowing rate is used, being the rate that Taronga would have to pay to borrow the funds necessary to obtain an asset of similar value to the right-of-use asset in a similar economic environment with similar terms, security and conditions.

After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made. In addition, the carrying amount of lease liabilities is remeasured if there is a modification, a change in the lease term, a change in the lease payments (e.g., changes to future payments resulting from a change in an index or rate used to determine such lease payments) or a change in the assessment of an option to purchase the underlying asset.

Taronga's lease liabilities are included in borrowings.

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.

h) Accounting for Goods and Services Tax

Revenues, expenses and assets are recognised net of the amount of GST, except where:

- The amount of GST incurred by Taronga as a purchaser that is not recoverable from the Australian Taxation Office is recognised as part of the cost of acquisition of an asset or as part of an item of expense.
- Receivables and payables are stated with the amount of GST included. The net amount of GST recoverable from, or payable to, the Australian Taxation Office is included with other receivables or payables in the Statement of Financial Position.

Cash flows are included in the Statement of Cash Flows on a gross basis. The GST components of cash flows arising from investing or financing activities which are recoverable from, or payable to, the Australian Taxation Office are presented as operating cash flows.

i) Fair Value Hierarchy

A number of Taronga's accounting policies and disclosures require the measurement of fair values, for both financial and non-financial assets and liabilities. 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 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.

Refer Note 18 and Note 14 for further disclosures regarding fair value measurements of financial and non-financial assets.

j) Changes in Accounting Policy, Including New or Revised Australian Accounting Standards

Effective for the first time in 2020-21

All new or revised Australian Accounting Standards, amendments and interpretations applied for the first time in 2020-2021 are either not relevant to the operations of Taronga or do not have any impact on Taronga's results or disclosures.

AASB 1059 Service Concession Arrangements.

Service Concession Arrangements are contracts between an operator and a grantor, where the operator provides public services related to a service concession asset on behalf of the grantor for a specified period of time and manages at least some of those services. Taronga has assessed and determined that the organisation is not involved in any such arrangements. Therefore AASB 1059 *Service Concession Arrangements* is not applicable.

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.

- AASB1060 General Purpose financial statements - Simplified Disclosures for For-Profit and Not-for-profit Tier 2 Entities
- AASB 2020-1 Amendments to Australian Accounting Standards - Classification of Liabilities as Current or Non-Current
- AASB 2020-3 Amendments to Australian Accounting Standards - Annual improvements 2018-20 and Other Amendments
- AASB 2020-5 Amendments to Australian Accounting Standards - Insurance Contracts
- AASB 2020-6 Amendments to Australian Accounting Standards - Classification of Liabilities as Current or Non-current - Deferral of Effective Date
- AASB 2020-7 Amendments to Australian Accounting Standards - Covid-19-Related Rent Concessions: Tier 2 Disclosures
- AASB 2020-8 Amendments to Australian Accounting Standards - Interest Rate Benchmark Reform - Phase 2

k) Major Event

The coronavirus (COVID-19) pandemic has been a significant issue for Taronga with a major negative impact on Taronga's revenue from operations during the reporting year. This impact was due to an international travel ban and other COVID-19 related restrictions.

In response to this crisis Taronga has implemented a number of management decisions to contain discretionary expenditure and redeployed employees to other NSW Government agencies earlier in the financial year. Business disruption insurance claims have been made to the Treasury Managed Fund via icare and there have been ongoing discussions with NSW Treasury to determine the need for further financial support for Taronga.

2. Sale of Goods and Services

	2021	2020
	\$'000	\$'000
Sale of goods	8,630	8,238
Rendering of services	56,920	57,965
Total Sale of Goods and Services	65,550	66,203

Recognition and Measurement

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

	2021	2020
	\$'000	\$'000
<i>Grants to Construct a Recognisable Non-Financial Asset to be Controlled by Taronga:</i>		
Capital grant - NSW Government	7,537	11,570
<i>Grants without Sufficiently Specific Performance Obligations:</i>		
Recurrent grant - NSW Government	16,034	15,910
Other grant - NSW Government	15,000	5,000
Other grant - Australian Government	6,789	-
Total Government Grants	45,360	32,480

Recognition and Measurement

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 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.

Income from grants without sufficiently specific performance obligations is recognised upon receipt of cash.

4. Investment Revenue

	2021	2020
	\$'000	\$'000
Term Deposits and Bank Interest	415	1,264
Total Investment Revenue	415	1,264

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

	2021	2020
	\$'000	\$'000
Sponsorship	4,228	5,133
Donations and Bequests	14,259	11,032
Proceeds from Insurance	12,092	8,492
Total Other Income	30,579	24,656

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 proviso 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.

6. Expenses

a) Personnel Services

	2021	2020
	\$'000	\$'000
Salaries and Wages (including annual leave)	45,017	46,154
Superannuation - Defined Contribution Plans	4,196	4,450
Superannuation - Defined Benefit Plans*	(2,165)	251
Long Service Leave	434	813
Workers Compensation Insurance	442	480
Payroll Tax and Fringe Benefits Tax	2,599	2,850
Total Personnel Services	50,523	54,999

Recognition and Measurement

The personnel services is the expense incurred by Taronga on personnel services provided by the Department of Planning, Industries and Environment (DPIE).

*As the employment is undertaken by DPIE, the defined benefit superannuation actuarial gain/loss is included in Personnel Service Expenses in the Income Statement rather than in the Statement of Comprehensive Income. In 2021 a defined benefit superannuation actuarial gain of \$2,350,000 is included in superannuation defined benefit expense (\$11,448 gain in 2019/2020) and resulted as a credit for defined benefit superannuation plans.

Personnel Service related costs amounting to \$1,461,114 have been capitalised during the year (\$2,056,297 in 2019/2020). These personnel service costs are excluded from the above.

b) Depreciation and Amortisation Expenses

	2021	2020
	\$'000	\$'000
Depreciation		
Land and Buildings	25,425	21,167
Land and Buildings right-of-use assets	90	122
Plant and Equipment	2,134	1,856
Plant and Equipment right-of-use assets	51	39
Infrastructure	7,196	6,387
Amortisation		
Intangible Assets	360	464
Total Depreciation and Amortisation Expenses	35,256	30,035

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

c) Finance Costs

	2021 \$'000	2020 \$'000
Interest on Borrowings	1,994	2,050
Interest on Lease Liabilities	6	9
Amortisation of premiums relating to borrowings	(530)	(543)
Total Finance Costs	1,470	1,516

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

	2021 \$'000	2020 \$'000
Advertising and Promotions	2,489	3,969
Animal Husbandry & Research Support	2,670	2,953
Assets Written off	5,867	1,623
Communication and Digital Technology	2,447	2,439
Contingent Labour	1,130	1,272
Contract Services	4,885	3,529
Cost of Goods Sold	3,081	2,954
Maintenance	6,257	5,340
Supply and Services	11,000	10,138
Utilities	2,195	2,123
Insurance Premium Hindsight Adjustment	-	199
Total Other Operating Expenses	42,021	36,540

Total Maintenance Expenses

	2021 \$'000	2020 \$'000
Maintenance expense - Contracted Labour and other (non-employee related) included in Note 7	6,257	5,340
Employee related Maintenance expense included in Note 6(a)	1,606	1,597
Total Maintenance expenses included in Note 6(a) and Note 7	7,863	6,938

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, insurance, legal, postage, printing and stationery, professional services, staff development, travel and vehicle costs.

8. Trade and Other Receivables

	2021 \$'000	2020 \$'000
Trade Receivables from Contracts with Customer	2,915	2,042
Less: Allowance for expected credit losses	-	-
Prepayments	616	940
Total Trade and Other Receivables	3,531	2,982

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

	2021 \$'000	2020 \$'000
Held for Distribution		
Food for Animals	176	281
Stores and Spare Parts	270	235
	446	516
Held for Resale		
Souvenirs and Catering	778	943
	778	943
Total Inventories	1,224	1,459

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 Financial Assets

	2021 \$'000	2020 \$'000
Term deposits:		
91 - 180 Days	-	21,000
181 - 270 Days	84,000	16,000
Over 270 Days	14,000	-
Total Term Deposits	98,000	37,000
Less: Allowance for expected credit losses	-	-
Total Other Financial Assets	98,000	37,000

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.

11. Property, Plant and Equipment

	Work in Progress \$'000	Land and Buildings \$'000	Plant and Equipment \$'000	Infrastructure \$'000	Total \$'000
At 1 July 2020 - fair value					
Gross carrying amount	5,506	674,951	18,952	153,583	852,992
Accumulated Depreciation	-	(183,978)	(9,939)	(39,360)	(233,277)
Net carrying amount	5,506	490,973	9,013	114,223	619,715
At 30 June 2021 - fair value					
Gross carrying amount	8,254	667,270	19,013	156,145	850,682
Accumulated Depreciation	-	(203,930)	(11,528)	(46,468)	(261,926)
Net carrying amount	8,254	463,340	7,485	109,677	588,756

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
Year ended 30 June 2021					
Net carrying amount at beginning of year	5,506	490,973	9,013	114,223	619,715
Additions	8,256	25	334	-	8,614
Transfers	(5,429)	2,661	20	2,748	-
Disposals	-	(10,366)	(294)	(186)	(10,846)
Expensed	(79)	-	-	-	(79)
Revaluation increment	-	-	-	-	-
Depreciation expense - assets owned	-	(25,425)	(1,876)	(7,196)	(34,497)
Depreciation on disposals	-	5,472	286	89	5,848
Net carrying amount at end of year	8,254	463,340	7,485	109,677	588,756

	Work in Progress \$'000	Land and Buildings \$'000	Plant and Equipment \$'000	Infrastructure \$'000	Total \$'000
At 1 July 2019 - fair value					
Gross carrying amount	85,285	583,894	17,712	117,607	804,498
Accumulated Depreciation	-	(162,811)	(9,076)	(32,973)	(204,860)
Net carrying amount	85,285	421,083	8,636	84,634	599,638
At 30 June 2020 - fair value					
Gross carrying amount	5,506	674,951	18,952	153,583	852,992
Accumulated Depreciation	-	(183,978)	(9,939)	(39,360)	(233,277)
Net carrying amount	5,506	490,973	9,013	114,223	619,715

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
Year ended 30 June 2020					
Net carrying amount at beginning of year	85,285	421,083	8,636	84,634	599,638
Additions	43,138	9	490	-	43,637
Transfers	(121,380)	82,324	1,825	35,976	(1,255)
Disposals	-	-	(1,075)	-	(1,075)
Expensed	(1,536)	-	-	-	(1,536)
Revaluation increment	-	8,725	-	-	8,725
Depreciation expense	-	(21,167)	(1,856)	(6,387)	(29,410)
Depreciation on disposals	-	-	993	-	993
Net carrying amount at end of year	5,506	490,973	9,013	114,223	619,715

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 14-01). This policy 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 on an existing use basis, where there are no feasible alternative uses in the existing natural, legal, financial and socio-political environment. However, in the limited circumstances where there are feasible alternative uses, assets are valued at their highest and best 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 WIP in accordance with TPP14-01. 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 Valuer General NSW a cluster agency under The Department of Planning, Industry and Environment 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 Valuer General and updates its asset values.

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

Land

The value of the Taronga's land at the reporting date is based on a comprehensive revaluation conducted by Valuer General NSW and Aspect Property in March 2020 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. Taronga has formed the opinion that there was no material change to the valuation for the period to 30 June 2021. The next comprehensive revaluation for land is due to be performed during the financial year 2022-2023.

Mosman – Taronga Zoo (28.1 hectares)

Zoning: Special Activities 1 – Zoological Gardens under Mosman Local Environment Plan 2012. As per Valuer General NSW valuation in March 2020, based on comparable values for open recreation land, \$77,275,000.

Dubbo – Taronga Western Plains Zoo (758.3 hectares)

Zoning: SP3 Tourist under the Dubbo Local Environment Plan 2011. As per Aspect Property valuation in March 2020, based on comparable zoning values \$3,100,000.

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 valuation was conducted by the Estate Property Consultants Pty Ltd in October 2018. In the interim period up to 30 June 2021 management has assessed the indexation rates in consultation with Valuer General NSW and formed the opinion that there was no material change to the valuation for the period to 30 June 2021. The next comprehensive revaluation for infrastructure is due to be performed during 2023-2024.

Buildings, Enclosures and Improvements

The value of Taronga's buildings, enclosures and improvements is based on a revaluation conducted by the Estate Property Consultants Pty Ltd in October 2018. In the interim period up to 30 June 2021 management has assessed the indexation rates in consultation with Valuer General NSW. Taronga has formed the opinion that there was no material change to the valuation for the period to 30 June 2021. The next comprehensive revaluation for infrastructure is due to be performed during 2023-2024.

(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%
Computer Equipment	33.30%
Other Items	20.0%
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 2020	192	102	294
Additions	-	49	49
Depreciation Expense	(90)	(51)	(141)
Balance at 30 June 2021	102	100	202

	Land and Buildings \$'000	Plant and Equipment \$'000	Total \$'000
Balance at 1 July 2019	314	141	455
Additions	-	-	-
Depreciation Expense	(122)	(39)	(161)
Balance at 30 June 2020	192	102	294

Lease liabilities

	2021 \$'000	2020 \$'000
Balance at 1 July	294	455
Additions	49	-
Interest Expenses	6	9
Payments	(147)	(170)
Balance at 30 June	202	294

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

	2021 \$'000	2020 \$'000
Depreciation expense of right-of-use assets	(141)	(161)
Interest expense on lease liabilities	(6)	(9)
Total amount recognised in the statement of comprehensive income	(147)	(170)

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

	2021 \$'000	2020 \$'000
Within one year	150	180
Later than one year and not later than five years	100	176
Total (including GST)	250	355
Less: GST recoverable	23	32
Total (excluding GST)	227	323

Taronga had total cash outflows for leases of \$146,955 during 2020-2021 (\$169,514 2019-2020).

Recognition and measurement for leased assets

Taronga assesses at contract inception whether a contract is, or contains, a lease. That is, if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. Taronga recognises lease liabilities to make lease payments and right-of-use assets representing the right to use the underlying assets, except for short-term leases and leases of low-value assets.

As a lessee, Taronga recognises a lease liability and right-of-use asset at the inception of the lease. The lease liability is measured at the present value of the future lease payments, discounted using the interest rate implicit in the lease, or the incremental borrowing rate if the interest rate implicit in the lease cannot be readily determined. The corresponding right-of-use asset is initially measured at the value of the lease liability adjusted for lease payments before inception, lease incentives, initial direct costs and estimates of costs for dismantling and removing the asset or restoring the site on which it is located. In subsequent years right-of-use asset is measured at cost less any accumulated depreciation and impairment losses.

The right-of-use assets are subsequently measured at cost. They are depreciated on a straight-line basis over the shorter of the lease term and the estimated useful lives of the asset, as follows:

Land and buildings	2 to 10 years
Plant and equipment	2 to 5 years

13. Intangible Assets

	Software and other Intangibles \$'000
At 1 July 2020	
Cost (gross carrying amount)	3,576
Accumulated Amortisation and Impairment	(1,650)
Net carrying amount	1,926
At 30 June 2021	
Cost (gross carrying amount)	2,427
Accumulated Amortisation and Impairment	(1,909)
Net carrying amount	518
Year ended 30 June 2021	
Net carrying amount at beginning of year	1,926
Additions (acquisitions)	-
Transfers	-
Disposals	(1,149)
Amortisation	(619)
Amortisation on disposals	360
Net carrying amount at end of year	518
At 1 July 2019	
Cost (gross carrying amount)	2,416
Accumulated Amortisation and Impairment	(1,241)
Net carrying amount	1,175
At 30 June 2020	
Cost (gross carrying amount)	3,576
Accumulated Amortisation and Impairment	(1,650)
Net carrying amount	1,926
Year ended 30 June 2020	
Net carrying amount at beginning of year	1,175
Additions (acquisitions)	-
Transfers	1,255
Disposals	(94)
Amortisation	(464)
Amortisation on disposals	54
Net carrying amount at end of year	1,926

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).

(a) Fair Value Hierarchy

2021	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000	Total Fair Value \$'000
Property Plant and Equipment				
Land and Buildings	-	80,375	382,964	463,339
Infrastructure	-	-	109,678	109,678
	-	80,375	492,642	573,017

2020	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000	Total Fair Value \$'000
Property Plant and Equipment				
Land and Buildings	-	80,375	410,598	490,973
Infrastructure	-	-	114,223	114,223
	-	80,375	524,821	605,196

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 Valuer General NSW 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

2021	Buildings \$'000	Infrastructure \$'000	Total Recurring Level 3 Fair value \$'000
Fair Value as at 1 July 2020	410,598	114,223	524,821
Additions	2,685	2,748	5,433
Disposals	(4,894)	(97)	(4,991)
Depreciation	(25,425)	(7,196)	(32,621)
Fair Value as at 30 June 2021	382,964	109,678	492,642

2020	Buildings \$'000	Infrastructure \$'000	Total Recurring Level 3 Fair value \$'000
Fair Value as at 1 July 2019	340,708	84,634	425,342
Additions	82,332	35,976	118,308
Revaluation increments recognised in other comprehensive income	8,725	-	8,725
Disposals	-	-	-
Depreciation	(21,167)	(6,387)	(27,554)
Fair Value as at 30 June 2020	410,598	114,223	524,821

15. Trade and Other Payables

	2021 \$'000	2020 \$'000
Current Liabilities		
Operating Expense Creditors	3,153	2,108
Capital Creditors	1,186	1,591
Accruals and Other Creditors	2,079	1,586
Personnel Services	13,427	13,396
Total Current Trade and Other Payables	19,845	18,681
Non-Current Liabilities		
Personnel Services	5,390	7,646
Total Non-Current Trade and Other Payables	5,390	7,646
Total Trade and Other Payables	25,235	26,327

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.

(a) Personnel Services

	2021 \$'000	2020 \$'000
Current Liabilities		
Salaries and Wages Payable	1,631	1,527
Annual Leave Provision	3,146	3,136
Long Service Leave Provision	7,787	7,874
Defined Benefit Superannuation	863	860
Total Current Payable	13,427	13,396
Non-Current Liabilities		
Defined Benefit Superannuation	5,390	7,646
Total Non-Current Payable	5,390	7,646
Total Personnel Services	18,817	21,042

Recognition and Measurement

Since the Administrative Arrangement Order 2014 all employees are under the employment of DPIE, 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 Current Liabilities

	2021 \$'000	2020 \$'000
Contract Liabilities - Current	14,735	12,395
Liabilities arising from transfers to construct non-financial assets	8,780	-
Total Other Liabilities	23,515	12,395

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

	2021 \$'000	2020 \$'000
Liabilities arising from transfers to construct non-financial assets to be controlled by the entity recognised upon initial application of AASB 1058	-	-
Add: receipt of cash during the financial year	16,317	11,570
Deduct: income recognised during the financial year	7,537	11,570
Closing balance of liabilities arising from transfers to construct non-financial assets to be controlled by the entity	8,780	-

17. Borrowings

	2021 \$'000	2020 \$'000
NSW Treasury Corporation (TCorp) Borrowings	52,851	53,381
These loans are due to mature as follows:		
Not later than one year	7,982	-
Later than one year but not later than two years	4,935	8,245
Later than two years but not later than five years	12,558	11,612
Later than five years	27,376	33,524
Total NSW TCorp Borrowings	52,851	53,381
Lease Liability - Current	69	166
Lease Liability - Non Current	133	128
Total Borrowings	53,053	53,675

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

	2021 \$'000	2020 \$'000
Face Value of Loans	51,595	51,595
Add Unamortised Premium	1,256	1,786
Capital Value of Loans	52,851	53,381

Reconciliation of Changes in Liabilities Arising from Financing Activities

2021	1-Jul-20 \$'000	Cash flows \$'000	Amortisation \$'000	30-Jun-21 \$'000
TCorp Borrowings	53,381	-	(530)	52,851
Total Liabilities from Financing Activities	53,381	-	(530)	52,851

2020	1-Jul-19 \$'000	Cash flows \$'000	Amortisation \$'000	30-Jun-20 \$'000
TCorp Borrowings	53,924	-	(543)	53,381
Total Liabilities from Financing Activities	53,924	-	(543)	53,381

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

Financial Assets	Notes	Category	2021	2020
Class:			\$'000	\$'000
Cash and Cash Equivalents	22	Amortised Cost, Fair Value	30,799	37,613
Receivables (1)	8	Amortised cost	2,505	1,805
Other Financial Assets	10	Amortised cost	98,000	37,000
Financial Liabilities				
Class:				
Payables (2)	15	Financial liabilities measured at amortised cost	25,235	26,327
Borrowings	17	Financial liabilities measured at amortised cost	52,851	53,381

(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, TCorpIM Funds facility, 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. Authority deposits held with NSW Treasury Corporation (TCorp) IM Funds are guaranteed by the State.

Cash and Other Financial Assets

Cash and Other Financial Assets comprises cash on hand, Term Deposits with ANZ Banking Corporation, Westpac Banking Corporation, Bank of Queensland and TCorp. Interest is earned on daily bank balances. At balance date the cash deposits were earning an average interest rate of 0.41% (2019/2020 1.22%), the weighted average interest rate for the period was 0.69% (2019/2020 2.09%). 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:

	\$'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	1,873	489	137	6	-	2,505
Expected credit loss allowance	-	-	-	-	-	-

	\$'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	1,042	763	1	-	-	1,805
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 \$2,505,000 (\$1,805,000 in 2020).

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

	2021	2020
	\$'000	\$'000
Trade Receivables Owing from NSW Government Entities	586	540
Trade Receivables Owing from Non-Government Educational	70	763
Trade Receivables Owing from Tourism Operators	28	16
Trade Receivables Owing from Other Entities	195	226
Trade Receivables Owing from Sponsors	608	184
Trade Receivables Owing from Catering Franchise Operator	1,018	76
Less: Expected credit loss allowance	-	-
	2,505	1,805

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.

Taronga maintains a direct payments facility of \$1.4m. This was unused at 30 June 2021.

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

	Weighted Average Effective Int Rate %	Carrying Amount \$'000	Contractual Cash flows \$'000	Maturity Dates				
				< 6 mnths \$'000	6-12 mnths \$'000	>1yr <2 yrs \$'000	2-5 yrs \$'000	>5 yrs \$'000
30-Jun-2021								
Non-derivative Financial liabilities								
Trade and Other Payables		6,418	(6,418)	(6,418)	-	-	-	-
Borrowings - Fixed Interest Rate	2.75%	52,851	(60,699)	(997)	(8,799)	(6,343)	(15,428)	(29,132)
Lease Liabilities	2.38%	202	(227)	(35)	(35)	(66)	(91)	-
30-Jun-2020								
Non-derivative Financial liabilities								
Trade and Other Payables		5,285	(5,285)	(5,285)	-	-	-	-
Borrowings - Fixed Interest Rate	2.82%	53,381	(62,693)	(997)	(997)	(9,796)	(14,940)	(35,963)
Lease Liabilities	2.44%	294	(323)	(82)	(82)	(58)	(102)	-

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.

Cash held in TCorpIM Funds facilities is exposed to other price risk, a possible impact on profit/loss due to changes in unit price is shown below.

Interest Rate Risk

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

Financial Instruments

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

	2021	2020
	\$'000	\$'000
Fixed Rate Instruments		
Financial Liabilities - Borrowings	52,851	53,381
Variable Rate Instruments		
Financial Assets	30,799	37,613

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.

	Carrying Amount	Interest Rate Risk			
		-1%		+1%	
		Profit	Equity	Profit	Equity
2021	\$'000	\$'000	\$'000	\$'000	\$'000
Financial assets					
Cash and cash equivalents	18,129	(181)	(181)	181	181
Receivables	2,505	-	-	-	-
Other Financial Assets	98,000	(980)	(980)	980	980
Financial liabilities					
Payables	25,235	-	-	-	-

	Carrying Amount	Interest Rate Risk			
		-1%		+1%	
		Profit	Equity	Profit	Equity
2020	\$'000	\$'000	\$'000	\$'000	\$'000
Financial assets					
Cash and cash equivalents	6,183	(62)	(62)	62	62
Receivables	1,805	-	-	-	-
Other Financial Assets	37,000	(370)	(370)	370	370
Financial liabilities					
Payables	26,327	-	-	-	-

In the above table the Cash and cash equivalents excludes funds held in TCorpIM Funds Facility as these funds are not exposed to interest rate risk.

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

Other Price Risk – TCorpIM Cash Fund

Exposure to 'other price risk' also arises through the investment in the TCorpIM Cash Fund, which are held for strategic rather than trading purposes. Taronga holds units in the following TCorpIM Funds trusts:

Facility	Investment Sectors	Investment Horizon	Carrying Amount	
			2021 \$'000	2020 \$'000
Hour-Glass Investment – Cash Facility	Cash and money market instruments	Up to 1.5 years	12,670	31,430

The unit price of each facility is equal to the total fair value of the net assets held by the facility divided by the number of units on issue for that facility. Unit prices are calculated and published daily.

TCorp as trustee for each of the above facilities is required to act in the best interest of the unit holders and to administer the trusts in accordance with the trust deeds. As trustee, TCorp has appointed external managers to manage the performance and risks of each facility in accordance with a mandate agreed by the parties. TCorp has also leveraged off internal expertise to manage certain fixed income assets for the TCorpIM Funds facilities. A significant portion of the administration of the facilities is outsourced to an external custodian.

Investment in the TCorpIM Funds facilities limits Taronga's exposure to risk, as it allows diversification across a pool of funds with different investment horizons and a mix of investments.

TCorp provides sensitivity analysis information for each of the Investment facilities, using historically based volatility information collected over a ten year period, quoted at two standard deviations (i.e. 95% probability). The TCorpIM Funds facilities are designated at fair value through profit or loss and therefore any change in unit price impacts directly on profit (rather than equity). A reasonably possible change is based on the percentage change in unit price (as advised by TCorp) multiplied by the redemption value as at 30 June each year for each facility (balance from TCorpIM Funds statement).

	Change in unit price	Impact on profit/loss \$'000	2021	2020
TcorpIM Cash Fund	+/-10%	1,267	3,143	

Fair Value Measurement

Fair Value Compared to Carrying Amount

Financial instruments are generally recognised at amortised cost, with the exception of the TCorpIM Funds facilities, which are measured at fair value. The value of the TCorpIM Funds cash facility is based on Taronga's share of the value of the underlying assets of the facility, based on market value. All of the TCorpIM Funds facilities are valued using 'redemption' pricing.

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	
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
Financial Assets				
Cash and Cash Equivalents	30,799	37,613	30,799	37,613
Receivables	2,505	1,805	2,505	1,805
Other Financial Assets	98,000	37,000	98,000	37,000
	131,304	76,419	131,304	76,419
Financial Liabilities				
Payables	25,235	26,327	25,235	26,327
Borrowings	52,851	53,381	57,079	59,046
	78,086	79,708	82,314	85,372

Fair Value Recognised in the Statement of Financial Position

Level 1 - Derived from quoted prices in active markets for identical assets/liabilities.

Level 2 - Derived from inputs other than quoted prices that are observable directly or indirectly.

Level 3 - Derived from valuation techniques that include inputs for the asset/liability not based on observable market data.

2021	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000	Total \$'000
Financial Assets at Fair Value				
TCorpIM Funds	-	12,670	-	12,670
	-	12,670	-	12,670
2020				
Financial Assets at Fair Value				
TCorpIM Funds	-	31,430	-	31,430
	-	31,430	-	31,430

19. Restriction on Revenue

Taronga received certain amounts into the Taronga Foundation for specific purposes. As required by the Australian Accounting Standards, amounts have been recognised as revenues in the Income Statement which are yet to be spent in the manner specified. Unexpended amounts totalling \$34,226,000 (\$21,666,000 in 2019/2020) have been included in Accumulated Funds as at 30 June 2021. The unexpended restricted funds are held separately from Taronga's unrestricted funds.

	Unexpended Amount	
	2021 \$'000	2020 \$'000
Taronga Foundation Program		
Capital and Conservation Program Fundraising	32,900	20,177
Externally Funded Projects	1,327	1,489
Total	34,227	21,666

20. Remuneration of Auditors

The Audit Office fees for auditing Taronga's financial statements were \$127,200 (\$126,100 in 2019/2020). 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 Simon Duffy – Executive Divisional Director
 Ms Narelle Beattie – Divisional Director
 Mr Nicholas Boyle – Divisional Director
 Mr Steven Hinks – Divisional Director
 Ms Elizabeth Hodgson – Divisional Director (to 17 Jul 2020)
 Ms Karen Madden – Divisional Director (from 1 Sep 2020)
 Ms Bettina Sammut – Divisional Director

	2021 \$'000	2020 \$'000
Key Management Personnel Compensation		
Short-term employee benefits	1,665	1,816
Other long-term employee benefits	44	75
Total	1,709	1,892

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

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

(b) Members of the Board

Mr Steven Crane – Chair (to 30 Jun 2021)
 Ms Nancy Fox – Deputy Chair (to 30 Jun 2021)
 Mr Roy Bendall
 Ms Penelope Bingham-Hall
 Dr Rosalind Dubs (to 29 Aug 2020)
 Ms Robyn Parker
 Ms Gretel Packer (from 16 Nov 2020)
 Dr Ian Roth
 Mr Ben Shields (to 12 Apr 2021)
 Mr Graham Wackett
 Mr John Walkom

Board remuneration (including superannuation and payroll tax) of \$211,804 (\$185,290 in 2019/2020) was paid. This amount included honoraria of \$37,512 (\$38,367 in 2019/2020) paid to the Chair of the Board and \$163,648 (\$146,922 in 2019/2020) paid to the other members of the Board. The rates of remuneration were fixed and approved by the Department of Premier and Cabinet.

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

	2021	2020
\$10,000 - \$19,999	8	7
\$20,000 - \$29,999	1	1
\$30,000 - \$39,999	1	1
Board Members	10	9

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 grant funding from NSW Treasury and Department of Regional NSW (Note 3), insurance arrangements obtained from NSW Self Insurance Corporation, personnel services arrangements with DPIE (Note 6a), financing arrangements with TCorp (Note 6c), financial audit services from The Audit Office of NSW (Note 20), funding from NSW Family and Community Services for special indigenous programs, providing

conservation and animal welfare expertise for various programs through DPIE, delivering accredited courses to students funded by NSW Department of Education, receiving asset valuation services from Valuer General of NSW, delivering administration services to Ministry of Health and DPIE.

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:

	2021 \$'000	2020 \$'000
Cash at bank and on hand	18,129	6,183
TCorp Hour-Glass cash facility	12,670	31,430
Total	30,799	37,613

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

	2021 \$'000	2020 \$'000
Net Result	12,634	1,486
Depreciation and Amortisation	35,256	30,035
(Gain)/Loss on Sale of Assets	-	27
Amounts capitalised in prior years transferred to profit and loss	5,867	1,623
Change in Assets and Liabilities:		
(Increase)/Decrease in GST Receivable	(173)	1,080
(Increase)/Decrease in Accounts Receivable	(699)	736
(Increase)/Decrease in Inventories	236	8
Increase/(Decrease) in Creditors and Accruals	1,539	(2,859)
(Increase)/Decrease in Prepayments	323	43
Increase/(Decrease) in Contract Liabilities	11,119	581
Increase/(Decrease) in Employee Entitlements	27	1,301
Increase/(Decrease) in Unfunded Superannuation	(2,253)	159
Movement in Unamortised (Premium)/Discount on Loans	(530)	(543)
Net Cash Provided From Operating Activities	63,346	33,679

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:

	2021 \$'000	2020 \$'000
Not later than one year	14,058	7,427
Later than one year and not later than five years	1,031	146
Later than five years	-	-
Total including GST	15,089	7,572

GST Input Tax Credit Claimable on Commitments amounts to \$1,371,724 (\$688,398 in 2019/2020).

24. Contingent Assets and Liabilities

Taronga is not aware of any contingent assets or liabilities at 30 June 2021 (nil in 2019/2020).

25. Subsequent Events

Due to the Covid-19 restrictions imposed by NSW Government since June 2021 Taronga Zoo was closed on 26 June and Taronga Western Plains Zoo was closed on 11 August. Taronga's covid-19 taskforce has been actively observing safety, health and wellbeing related matters and monitoring related risks arising from the activities and operations of the Zoo.

Other than disclosed above 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

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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:

- 15 (1)** The Board may establish, maintain and control (Taronga) for the following purposes:
- carrying out research and breeding programs for the preservation of endangered species;
 - carrying out research programs for the conservation and management of other species;
 - conducting public education and awareness programs about species conservation and management; and
 - displaying animals for educational, cultural and recreational purposes.
- 15 (2)** The Board may also maintain and control:
- 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
 - 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.
- 15 (3)** The Board:
- 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 for other scientific and zoological purposes; and
- b) may investigate and carry out research into:
- the design of, and equipment and procedures in zoological parks; and
 - the care and well-being of animals kept in 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.

15 (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.

15 (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

Privacy Management

In accordance with Section 33 of the Privacy and Personal Information Act 1988 (NSW), Taronga has a Privacy Management Plan and Privacy Statement. It is available to members of the public and Taronga staff on Taronga's website: <https://taronga.org.au/about/privacy>.

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;
- 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

For a copy of Taronga's Privacy Management Plan, please visit the website or contact:

Privacy Officer
Taronga Conservation Society Australia,
PO Box 20,
Mosman, NSW 2088
Phone: +61 (02) 9969 2400
Email: privacy@zoo.nsw.gov.au

In the 2020-21 year, Taronga received nil complaints with respect to privacy and was not required to conduct any reviews.

Appendix 3

TSCA Contribution to ZAA-managed Species Programs

Species that are cared for as part of a coordinated zoo association species management program (ASMP, EEP, SSP, GSMP), as well as species that are part of a coordinated managed program with ex-situ recovery actions, managed in partnership with a range state wildlife agency (NSW Office of Environment and Heritage, International Rhino Foundation, Parks Australia).

Species	Held at TZ	Held at TWPZ	Coordinator	Program
Addax		X	Taronga Western Plains Zoo	ASMP
Advena campbellii (Norfolk is Snail Spp 1)	X		Taronga Zoo	AM
African Lion	X	X	Taronga Zoo	ASMP
African Wild Dog		X	Perth Zoo	ASMP
Aldabra Tortoise	X		Taronga Western Plains Zoo	ASMP
Asian Elephant	X	X	Melbourne Zoo	ASMP
Australian Little Penguin	X		Taronga Zoo	ASMP
Australian sea-lion	X		Taronga Zoo	ASMP
Bellinger River Turtle	X		Taronga Zoo	DPIE
Black and White Ruffed Lemur		X	Sydney Zoo	ASMP
Blackbuck		X	Hamilton Zoo	ASMP
Black-handed Spider Monkey		X	Sydney Zoo	ASMP
Blue-tailed Skink	X		Taronga Zoo	PA
Booroolong Frog (Northern cline)	X		Taronga Zoo	DPIE/SOS
Broad-headed snake	X		Melbourne Zoo	ASMP
Bongo	X	X	Taronga Western Plains Zoo	ASMP
Brush-tailed Bettong	X		Adelaide Zoo	ASMP
Brush-tailed Rock Wallaby	X		Vacant	DPIE/SOS/ASMP
Bush stone-curlew	X		Adelaide Zoo	ASMP
Californian sea-lion	X		Taronga Zoo	ASMP
Cheetah		X	Taronga Western Plains Zoo	ASMP
Chimpanzee	X		Monarto Safari Park	ASMP
Cook Strait Tuatara	X		Wellington Zoo	ASMP
Cotton-Top Tamarin	X		Melbourne Zoo	ASMP
Eastern Whipbird	X		Taronga Zoo	ASMP
Eland		X	Taronga Western Plains Zoo	ASMP
Fijian Crested Iguana	X		Melbourne Zoo	ASMP
Fishing Cat	X		Zoo Decin	EEP
Francois Langur	X		Belfast Zoo	EEP
Ghost Bat	X		Sydney Zoo	ASMP
Galapagos Tortoise		X	Taronga Western Plains Zoo	ASMP
Giraffe	X	X	Melbourne Zoo	ASMP
Goodfellow's Tree-kangaroo	X		Melbourne Zoo	GSMP / ASMP
Greater Bilby	X	X	Monarto Safari Park	DPIE/SOS/ASMP
Greater One-horned Rhinoceros		X	White Oak Conservation Center	SSP
Hippopotamus		X	Werrabee Open Range Zoo	ASMP
Koala	X	X	Dreamworld/Taronga	ASMP

Species	Held at TZ	Held at TWPZ	Coordinator	Program
Komodo Dragon	X		Taronga Zoo	ASMP
Lister's Gecko	X		Taronga Zoo	PA
Mathewsoconcha suteri (Norfolk Is. Snail spp. 2)			Taronga Zoo	AM
Meerkat	X	X	Wellington Zoo	ASMP
Noisy Pitta	X		Taronga Zoo	ASMP
Northern Corroboree Frog	X		Taronga Zoo	DPIE/SOS/ASMP
Plains Zebra	X	X	National Zoo and Aquarium	ASMP
Plains-wanderer	X	X	Taronga Zoo	DPIE/ ASMP
Platypus	X		Healesville Sanctuary	ASMP
Przewalski's Horse		X	Taronga Western Plains Zoo	ASMP
Pygmy Hippopotamus	X		Taronga Zoo	ASMP
Pygmy Marmoset	X		Wellington Zoo	ASMP
Quokka	X	X	Perth Zoo	ASMP
Red Panda	X		ZAA	ASMP
Regent Bowerbird	X		Taronga Zoo	ASMP
Regent Honeyeater	X	X	Taronga Zoo	DPIE/SOS/ASMP
Ring-tailed Lemur	X	X	Perth Zoo	ASMP
Rose-crowned Fruit-dove	X		ZooDoo Zoo	ASMP
Sacred Kingfisher	X		Healesville Sanctuary	ASMP
Scimitar-horned Oryx		X	Werribee Open Range Zoo	ASMP
Short-beaked echidna	X	X	Perth Zoo	ASMP
Siamang		X	Sydney Zoo	ASMP
Small-clawed Otter	X	X	Auckland Zoo	ASMP
Southern Black Rhinoceros		X	IRF	IRF
Southern Cassowary	X		ZAA	ASMP
Southern Corroboree Frog	X		Taronga Zoo	DPIE/SOS/ASMP
Southern Hairy-nosed Wombat	X		Adelaide Zoo	ASMP
Squirrel Monkey	X		Sydney Zoo	ASMP
Sumatran Tiger	X	X	ZAA	GSMP / ASMP
Tasmanian Devil	X	X	ZAA	ASMP
Western Lowland Gorilla	X		Taronga Zoo	ASMP
White Rhinoceros		X	ZAA	ASMP
White-browed Woodswallow	X		Adelaide Zoo	ASMP
White-cheeked Gibbon	X		Perth Zoo	ASMP
Yellow-bellied Glider	X		Taronga Zoo	ASMP
Yellow-spotted Bell Frog	X		Taronga Zoo	DPIE/SOS

*Staff member

Programs

ASMP – Australasian Species Management Program
 EEP – European Endangered Species Program
 SSP – Species Survival Plan
 GSMP – Global Species Management Plan

DPIE – NSW Department of Planning, Industry, and Environment
 SOS – Save our Species program, DPIE
 IRF – International Rhino Foundation
 PA – Parks Australia

Appendix 4

Animal transactions relating to conservation and population management programs**Animals transferred to Taronga Conservation Society Australia**

Gender Convention	Species Type	Name of Place Transferred from
0.0.17	Norfolk Island Snail Species 1	Collected from the Wild
0.0.20	Norfolk Island Snail Species 2	Collected from the Wild
2.1.0	Regent honeyeater	Melbourne Zoo, VIC
1.0.0	Regent honeyeater	Moonlit Sanctuary, VIC
1.0.0	Short-beaked echidna	Through rehabilitation
1.0.0	Fijian Island crested iguana	Melbourne Zoo, VIC
0.1.0	Greater Bilby	Billabong Sanctuary, QLD
1.0.0	Yellow-bellied glider	Through rehabilitation
1.0.0	Plains-wanderer	Taronga Western Plains Zoo, NSW
2.0.0	Noisy Pitta	Darling Downs Zoo, QLD
0.1.0	Regent bowerbird	Currumbin Sanctuary, QLD
1.1.0	Regent honeyeater	Featherdale Wildlife Park, NSW
0.2.0	Regent honeyeater	Currumbin Sanctuary, QLD
1.2.0	Regent honeyeater	Cleland Wildlife Park, SA
3.1.0	Regent honeyeater	Adelaide Zoo, SA
1.0.0	Regent honeyeater	Taronga Western Plains Zoo, NSW
4.12.0	Regent honeyeater	Taronga Western Plains Zoo, NSW
1.1.0	Tasmanian devil	Taronga Western Plains Zoo, NSW
0.1.0	Greater Bilby	Dreamworld, QLD
0.1.0	Greater Bilby	Save The Bilby Fund, QLD
2.0.0	Greater Bilby	Taronga Western Plains Zoo, NSW
0.2.0	Greater Bilby	Dreamworld, QLD
1.0.0	Goodfellow's tree kangaroo	Adelaide Zoo, SA
0.1.0	African Lion	Taronga Western Plains Zoo, NSW
2.2.0	Regent honeyeater	Taronga Zoo, NSW
1.0.0	Greater Bilby	Australian Walkabout Wildlife Park, NSW
1.0.0	Greater Bilby	Adelaide Zoo, SA
0.1.0	Greater Bilby	Billabong Sanctuary, QLD
0.1.0	Meerkat	National Zoo & Aquarium, ACT
1.0.0	Meerkat	Altina Wildlife Park, NSW
0.1.0	Greater Bilby	Taronga Zoo, NSW
1.0.0	Ring-tailed Lemur	Australia Zoo, QLD
0.12.0	Regent honeyeater	Taronga Zoo, NSW
0.2.0	Tasmanian Devil	Healesville Sanctuary, VIC
1.0.0	Quokka	Queensland Zoo, QLD
2.0.0	Regent honeyeater	Taronga Zoo, NSW

Animals transferred from Taronga Conservation Society Australia

Gender Convention	Species Type	Name of Place Transferred to
1.0.0	Koala	Wildlife Sydney Zoo, NSW
1.0.0	Koala	Oakvale Wildlife Park, NSW
0.1.0	Greater Bilby	Taronga Western Plains Zoo, NSW
0.0.183	Yellow-spotted Bell frog	Release to the Wild
0.0.40	Lister's Gecko	Release to the Wild
0.0.125	Blue-tailed Skink	Release to the Wild
0.0.32	Bellinger River Turtle	Release to the Wild
0.1.2	Plains-wanderer	Monarto Zoo, SA
1.1.0	Noisy Pitta	Darling Downs Zoo, QLD
1.0.0	Noisy Pitta	Adelaide Zoo, SA
2.2.0	Regent honeyeater	Taronga Western Plains Zoo, NSW
1.1.0	Regent honeyeater	Adelaide Zoo, SA
2.0.0	Regent honeyeater	Featherdale Wildlife Park, NSW
0.12.0	Regent honeyeater	Taronga Western Plains Zoo, NSW
0.1.0	Regent honeyeater	Cleland Wildlife Park, SA
2.0.0	Regent honeyeater	Taronga Western Plains Zoo, NSW
1.0.0	Eastern whipbird	Moonlit Sanctuary, VIC
0.1.0	Southern hairy-nosed wombat	National Zoo & Aquarium, ACT
0.2.0	Yellow-bellied glider	Wildlife Sydney Zoo, NSW
1.0.0	Yellow-bellied glider	Moonlit Sanctuary, VIC
2.3.0	Brush-tailed Bettong	National Zoo & Aquarium, ACT
1.0.0	Goodfellow's tree kangaroo	Currumbin Sanctuary, QLD
1.0.0	Cotton-Top Tamarin	Brooklands Zoo, NZ
1.0.0	Australian sea-lion	Sea World, QLD
0.1.0	Red panda	Adelaide Zoo, SA
1.0.0	Red panda	Mogo Zoo, NSW
1.1.0	Tasmanian Devil	Taronga Zoo, NSW
1.0.0	Plains Wanderer	Taronga Zoo, NSW
5.5.0	Greater Bilby	Release to Wild
1.0.0	Greater Bilby	Taronga Zoo, NSW
0.1.0	African Lion	Taronga Zoo, NSW
1.0.0	Giraffe	Hunter Valley Zoo, NSW
0.2.0	Cheetah	Symbio Wildlife Gardens, NSW
1.0.0	Asian Elephant	Melbourne Zoo, VIC
1.0.0	Giraffe	Monarto Zoo, SA
0.1.0	Tasmanian Devil	Wildlife Sydney Zoo, NSW
1.0.0	Tasmanian Devil	Australian Walkabout Wildlife Park, NSW
1.0.0	Greater Bilby	Taronga Zoo, NSW
0.1.0	Quokka	Adelaide Zoo, SA
0.1.0	Tasmanian Devil	Gumbuya Park, VIC
2.3.0	Meerkat	Australian Walkabout Wildlife Park, NSW
2.0.0	Black-handed Spider Monkey	Queensland Zoo, QLD
4.0.0	Cheetah	Hamilton Zoo, NZ

Gender Convention	Species Type	Name of Place Transferred to
0.4.0	Przewalski's Horse	Werrabee Open Range Zoo, VIC
0.1.0	Tasmanian Devil	Wildlife Sydney Zoo, NSW
4.12.0	Regent honeyeater	Taronga Zoo, NSW
1.0.0	Siamang	Hamilton Zoo, NZ
1.0.0	Regent honeyeater	Taronga Zoo, NSW
0.1.0	Regent honeyeater	Moonlit Sanctuary, VIC

Includes transfers between Taronga and Taronga Western Plains Zoo

Appendix 5**Research Projects and Conservation Programs**

AEC no. if Applicable	Project Title	Researchers	Partner Institution	Source of External Funds
3a/12/20	Determining the sequence and age of ossification of the appendicular skeleton of the short-beaked echidna	"Dr L Vogelnest Dr G Tobias"		
	Characterisation of the reproductive cycle of the Bellinger River Turtle using ultrasonography, behavioural observations and oviposition	"Dr L Vogelnest Mr A Skidmore Ms G Liu"		
	Haematologic and biochemical parameters of the critically endangered Regent Honeyeater (<i>Anthochaera phrygia</i>)	"Mr P Thompson Dr L Vogelnest Dr F Hulst Dr K Vinette Herrin Dr G Tobias Dr P Meagher "		
	Dispersion of Aerosolized Bacteria from Asian Elephants (<i>Elephas Maximus</i>)	"Dr L Vogelnest Ms E Paul Mr P Thompson Mrs N Miller Dr P Meagher"	Purdue University	
4a/02/14, 4b/04/17, 3c/08/20	Satellite tracking of marine turtles released from TWH	"Dr K Vinette Herrin Ms E Hall "		SUEZ
4c/04/17	Use of pedigree to analyse the mode of transmission of koala retrovirus variants in Taronga Zoo koalas	"Dr K Vinette Herrin Mr P Thompson Dr D Higgins Dr K Chappell "	"University of Sydney, University of Queensland "	University of Queensland
	Characterisation of milk and spur secretion of the long-beaked echidna	"Dr L Vogelnest Dr K Belov Dr E Undheim "	"University of Sydney, University of Queensland"	
	Longitudinal Interferon Gamma Responses in a Captive Asian Elephant Population with a History of Tuberculosis.	"Dr K Plain Dr V Rutten Dr P van Kooten Mr P Thompson Dr L Vogelnest Dr D Begg"	"University of Sydney, Utrecht University, University of Pretoria "	

AEC no. if Applicable	Project Title	Researchers	Partner Institution	Source of External Funds
	Annual variation in reproductive physiology including galactorrhoea in a zoo-based male long-beaked echidna <i>Zaglossus bartoni</i>	"Dr L Vogelnest Mr P Thompson Dr G Morrow Dr R Nicoll"	"Veterinary Imaging Associates, University of New England"	
	Tetanus antibody detection in Asian Elephants and Rhinoceros	"Dr L Vogelnest Dr B Bryant Dr D Higgins Mr P Thompson Ms Y Muir"	University of Sydney	
OEH AEC	Monitoring of the Jenolan Caves captive and remnant population of the Brush-tailed Rock-wallaby.	"Dr L Vogelnest Dr D Ashworth"	NSW DPIE	
2a/10/18	Investigation into tramadol as an analgesic for koalas	"Dr M Govendir Dr L Vogelnest Mr P Thompson"	University of Sydney	
	Investigation of pharmacokinetics of ceftiofur crystalline free acid in macropods	"Dr M Govendir Dr L Vogelnest Mr P Thompson"	University of Sydney	
	Early diagnosis and clinical management of chronic degenerative musculoskeletal disorders in zoo felids	"Dr C Barton Dr D Phalen Dr L Vogelnest"	University of Sydney	Jenna Donley fund
	Periodontal disease and hypercementosis in captive black rhino	"Dr B Bryant Dr M Campbell-Ward Dr L Tong"		
	Vaccination practices and outcomes in zoo felids	Dr K Vinette Herrin	University of Sydney	Jenna Donley fund
	Developmental anatomy of the transitioning puggle stomach using light and electron microscopy	"Dr D Chong Dr L Tong"	University of Sydney	
	Proventriculopathy in little penguins at Taronga Zoo	"Dr G. Tobias Dr L Tong Dr K Vinette Herrin Dr L Vogelnest Dr F Hulst	"	
	Python spinal osteopathy	"Dr G Tobias Dr L Tong Dr K Vinette Herrin Dr L Vogelnest Dr F Hulst Dr T Allcock		
3b/11/16	Zoo Management of Lord Howe Island Woodhen and Pied Currawong associated with the Lord Howe Island Rodent Eradication project	"Mr M Shiels Dr F Hulst Mr P Thompson"	"Lord Howe Island Board, NSW OEH"	

AEC no. if Applicable	Project Title	Researchers	Partner Institution	Source of External Funds
3a/06/15	Haematologic and biochemical parameters of the Port Jackson shark (<i>Heterodontus portusjacksoni</i>)	"Mr P Thompson Dr F Hulst Dr K Vinette Herrin Dr P Meagher Dr J Day"	Macquarie University	
	Molecular investigation of fatal isosporosis in chestnut-breasted mannikins in a zoological collection	"Dr L Tong Ms S Johnson"	University of Sydney	
	Developing a brain imaging database of rare and endangered Australian mammals	"Dr A Bongers Prof K Ashwell Dr L Tong Mr C Slatyer Mr H Holewa"	"University of NSW, National Imaging Facility Australia, Lowy Cancer Research Centre, Australian Museum, CSIRO"	
	Skeletal radioanatomy of echidnas: insights into unusual mammals	"Dr L Vogelnest Dr R Nicoll Dr J Wheelhouse"		
	Urinalysis reference ranges for monotremes and marsupials	"Dr L Vogelnest Mr P Thompson Mrs N Miller Dr O Cohen"		
5a/08/19	Pharmacokinetics of NSAIDs in black rhinoceros	"Dr B Bryant Dr M Govendir"	University of Sydney	International Rhino Foundation
	Animal welfare and veterinary ethics in wildlife emergency (bushfire) rescue	Dr M Campbell	Vets Beyond Borders	
	The macroscopic and radiographic skull and dental pathology of the Tasmanian devil (<i>Sarcophilus harrisii</i>)	"Dr S Landy Dr S Peralta Dr L Vogelnest Dr N Fiani Dr N Milano "	"Cornell University Australian Museum"	
3d/06/21	Investigation into the pharmacokinetic profile of oral and injectable paracetamol as an analgesic for koalas	"Dr M Govendir Dr L Vogelnest Mr P Thompson"	University of Sydney	
	Diagnostic Placement in conjunction with the Wildlife Health and Conservation Masters Unit	"Dr K Rose Dr H Bender"	Murdoch University	Murdoch University
NSW DPI AEC	Georges Turtle (Bellinger River Snapping Turtle) virus: finding the source	"Dr P Kirkland Dr K Rose Ms J Hall Dr Kate Parrish Dr Ellen Ariel"	"NSW NPWS, NSW DPI, NSW Health, Local Lands Services"	NSW Environmental Trust funding provided to NSW DPI, with Taronga involvement.
ANU AEC	Reintroduction of small mammals into Booderee National Park	"Mr N Dexter Dr K Rose Ms J Hall Dr N Robinson Dr C MacGregor"	"Booderee National Park (Parks Australia), Forestry Corporation of NSW, Australian National University"	Threatened Species Commissioner, Parks Australia

AEC no. if Applicable	Project Title	Researchers	Partner Institution	Source of External Funds
University of Sydney AEC, 4b/12/17, 3b/10/18	Christmas Island Reptile Emergent Enterococcus, and Christmas Island blue-tailed skink translocation to Cocos (Keeling) Island	"A/Prof D Phalen Dr K Rose Dr H Bender Ms J Hall Dr J.S Eden Ms J Agius Mr JP Emery Dr N Mitchell Dr S Flakus Mr B Tiernan"	"University of Sydney, Christmas Island National Park (Parks Australia), University of Western Australia"	Perpetual grant, Australia Pacific Science Fund, Holdsworth Wildlife Research Endowment, Parks Australia, University of Sydney
4a/02/18	Invasive animals and confiscated wildlife: Pathogen Discovery and biosecurity	"Prof. E Holmes Dr. Wei-Shan Chang Dr K Rose Dr H Bender Ms J Hall"	"University of Sydney, NSW DPI, DAWE"	University of Sydney, DAWE
Western Sydney University AEC	Christmas Island Flying Fox Health, Ecology and Conservation	"Prof J Welbergen Prof D Phalen Dr K Rose Dr H Bender Ms J Hall Ms S Flakus Dr D Westcott Dr J Martin Dr Kerrie Bennison "	Christmas Island National Park (Parks Australia), University of Sydney, CSIRO, Western Sydney University	Christmas Island National Park (Parks Australia), Western Sydney University, Hawksbury Institute for the Environment, various small grants
	Platypus population dynamics and a national risk assessment	"Dr R Spindler Dr N Jordan Dr K Rose Ms J Hall Dr L Vogelneust Dr J O'Brien Prof R Kingsford Prof W Sherwin Dr G Bino Dr T Grant Dr J Gongora Adj Prof D Lunney A/Prof B Wintle Dr M Fleming Dr M Ronan Dr S Munks Mr S Lang Dr J Koehn Mr J Griffiths Mr D Papps"	"University of NSW, University of Sydney, University of Melbourne, NSW OEH, QLD Dept Environment and Heritage Protection, Forest Practices Authority, Dept Environment, Arthur Rylah Institute for Environmental Research, Cesar Pty Ltd."	ARC Linkage, Department of the Environment
3b/12/18, 4b/12/18	Centre for Pathogen Discovery	"Prof E Holmes Prof V Sintchenko Dr J-S Eden Dr Wei-Shan Chang Dr K Rose Ms J Hall Dr H Bender Dr B Hudson"	"University of Sydney, The Marie Bashir Institute for Infectious Diseases and Biosecurity, NSW Health"	University of Sydney
3c/10/18	Uluru-Kata Tjuta NP Mala Census	Dr K Rose	Parks Australia	Parks Australia

AEC no. if Applicable	Project Title	Researchers	Partner Institution	Source of External Funds
4a/04/18, 3a/12/18, 4a/12/18	Fire management implications for biodiversity in Kakadu National Park	Dr K Rose	Parks Australia	Parks Australia
	Wildlife Health Preparedness (bushfire response)	"Dr K Rose Ms J Hall Dr H Bender"	"University of Sydney, Wildlife Health Australia"	Environment Restoration Fund: Wildlife Rescue and Rehabilitation
	"Temporal changes in persistent pollutants in New Zealand fur seals from NSW"	"Ms J Hall Dr H Bender"	"NSW Department of Planning, Industry and Environment, National Measurement Institute, Griffith University"	Department of Planning, Industry and Environment Science Division
4A0817	Assessing the ecological role of brush turkeys in urban Sydney	"Dr A Burns Dr J Martin Dr D Hochuli"	"University of Sydney, Royal Botanic Gardens"	
3b/08/16	Social foraging olfaction in marine predators	"Dr B Pitcher Dr D Slip"	Macquarie University	Macquarie University
	Flight initiation distance and urbanisation in birds	"Dr B Pitcher Prof R Harcourt Prof D Blumstein"	"Macquarie University, University of California"	
	Multimodal communication in marine mammals	"Dr B Pitcher Prof R Harcourt Dr I Charrier"	"Macquarie University, CNRS France"	CNRS France, Macquarie University
	Assessing social networks and fitness in the critically endangered, captive bred for release, Regent Honeyeater	"Dr J Tripovich Dr B Pitcher Dr A Burns Mr A Elphinstone Dr R Crates D Ingwersen"	"Australian National University, Birdlife Australia"	Winifred Violet Scott Charitable Trust
	Behavioural ecology of the critically endangered Plains-wanderer	"Dr B Pitcher Dr A Burns Dr M Van Sluys"		
3c/04/19	Understanding animals through their movement	"Dr A Burns Dr A Ward Dr T Schaefer Dr J Krause Dr S Krause Dr M Wikelski"	"University of Sydney, University of New England, Max Planck Institute for Ornithology, IGB Berlin Humboldt University, Lubeck University"	ARC Discovery
19/119B	Developing a scent-based management tool for Dingoes and other wild dogs in Australia	"Dr N Jordan C Price B Walker B Alting Dr H Bates Dr B Pitcher"	"University of NSW, Dingo Sanctuary, NSW NPWS"	University of NSW Faculty Research Grant, Hermon Slade Foundation, UNSW Startup funds, NPWS NSW
4349086/2/1 (UNSW)	"Conservation of Lions and other large carnivores in Botswana"	"Dr N Jordan Dr J McNutt Dr K Golabek C Radford Prof T Rogers L Ransome Prof D Jones R Appleby Dr A King Dr K Rafiq Dr B Abrahms"	"University of NSW, Botswana Predator, Conservation Trust, WildSpy, Griffith University, Swansea University, Liverpool John Moores University, University Of Washington"	Columbus Zoo, University of NSW, 2x RTP (UNSW & Griffith), Philanthropic donors (to BPCT), Crowdfunding through Experiment.com, Natural Selection Conservation Fund

AEC no. if Applicable	Project Title	Researchers	Partner Institution	Source of External Funds
4b/06/17, 3b/06/20	Sanctuary flora & fauna surveys	"Dr N Jordan Ms K Cornelsen Mr A Elphinstone Dr T Gale Prof R Kingsford Ms B Phu"	University of NSW	University of NSW
4349086/2/1 (UNSW)	African wild dog communication and cognition	"Dr N Jordan Dr J McNutt Dr K Golabek L Ransome B Alting W Hansen M Claase"	"Botswana Predator Conservation Trust University of NSW Griffith University, University of California Santa Cruz University of Stellenbosch"	Department of Education, Skills and Employment, National Geographic, Winnifred Violet Scott
3b/06/20 & 4a/06/18	Bilby survival and movement ecology	"Mr A Elphinstone Dr N Jordan Prof R Kingsford Ms K Cornelsen "	University of NSW	Department of Education, Skills and Employment
N/A	Developing indicators of reptile population health by leveraging long-term data on a non-classical model species.	"Dr R Hobbs Dr L Schwanz"	University of NSW	University of NSW Industry Network Seed Fund
UBR/RES/ACUC/010 (University of Botswana)	Leopard movement ecology	"Dr N Jordan Dr J McNutt B Walker Prof T Rogers R N Setlalekgomo E Bennitt"	University of NSW Botswana Predator Conservation Trust University of Botswana Natural Selection	Natural Selection Conservation Trust
	Great Barrier Reef Recovery Initiative	"Dr R Hobbs Dr J O'Brien Dr M Hagedorn Dr J Daly Dr L Bay Dr M van Oppen Dr T Ainsworth"	"Australian Institute of Marine Science Smithsonian Institution University of NSW"	Great Barrier Reef Foundation, Smithsonian Institution
A-2019-935	An Integrated Approach to Understanding and Enhancing Outcomes for Rehabilitated Koalas in Peri-urban Environments	"Dr R Witt Dr J O'Brien Dr N Jordan Dr D Higgins Dr B Bryant Ms Shelby Ryan"	University of Newcastle, University of Sydney, University of NSW, Port Stephens Koala Hospital, NSW Department of Planning, Industry and Environment, Port Macquarie Koala hospital	University of Newcastle Seed Funding, WWF
"3b/10/20, 4b/08/20"	Securing genetic diversity of threatened frogs through strategic biobanking.	"Dr R Hobbs Dr J O'Brien Mr M McFadden Dr N Calatayud Dr M Magrath Mr D Gilbert Dr A Silla A/Prof P Byrne Dr D Hunter "	"University of Wollongong, Zoos Victoria, NSW Department of Planning, Industry and Environment, University of Newcastle"	"ZAA Wildlife Conservation Fund Bushfire Crisis Funds "

AEC no. if Applicable	Project Title	Researchers	Partner Institution	Source of External Funds
	Securing threatened frogs from bushfire impact	"Prof M Mahony A/Prof J Clulow A/Prof Hayward Prof Donnellan Dr Callen Dr Klop-Toker Dr J Rowley Dr D Bower Dr S Clulow Mr Slade Mr Daly Dr N Calatayud Dr R Hobbs Dr J O'Brien"	"University of Newcastle, University of New England, Macquarie University, Forest Corporation NSW, NSW DPIE, Australian Museum, South Australian Museum, Gaia Consulting"	Department of Agriculture, Water and the Environment
	Expanding access and building capacity for African and Asian rhino reproductive care within North American AZA/WAZA facilities: a Rhino Assisted Reproduction Enterprise (RARE)	"Dr J O'Brien Dr R Hobbs Dr B Bryant Dr M Stoops"	Omaha's Henry Doorly Zoo and Aquarium and multiple North American zoos	Institute of Museums and Library Services
4c/12/13, 3a/10/16	Southern Corroboree Frog Captive Breeding and re-introduction	"Mr M McFadden Dr P Harlow "	NSW Department of Planning, Industry and Environment	
4a/12/17	Experimental re-introduction of Yellow-spotted bell frog to the Southern Tablelands, NSW	"Mr M McFadden Dr D Hunter"	NSW Department of Planning, Industry and Environment	
101025/05	Experimental re-introduction of Northern Corroboree Frogs to the Brindabella National Park, NSW	"Mr M McFadden Dr D Hunter"	NSW Department of Planning, Industry and Environment	
140203/01	Experimental re-introduction of Southern Corroboree Frogs to the field enclosures	"Mr M McFadden Dr D Hunter"	NSW Department of Planning, Industry and Environment	
AE16/19	Silver Spoon start to life: Nutritional Requirements of the critically endangered corroboree Frog	"Dr P Byrne Dr A Silla Prof S Robinson Dr P Harlow"	University of Wollongong	ARC Linkage
4a/10/19	Mate choice in corroboree frogs	"Mr M McFadden Dr P Byrne Ms Shannon Kelleher"	University of Wollongong	
TBA	Flying-fox Heat Stress Assessment: Investigating Management Options	"A/Prof J Welbergen Dr C Turbill Dr J Martin"	Western Sydney University	NSW Department of Planning, Industry and Environment

AEC no. if Applicable	Project Title	Researchers	Partner Institution	Source of External Funds
19/2017	Big City Birds (formerly Cockatoo Wingtag, includes Brush-turkeys)	"Dr J Martin Dr A Burns Prof D Hochuli Dr L Aplin Dr B Klump Dr G Fehlmann Ms J Penndorf Mr M Hall"	"The University of Sydney, Max Planck Institute for Animal Behaviour"	
A12217	Flying-fox Movement and Navigation	"A/Prof J Welbergen Dr C Turbill Dr J Martin Dr J Meade Ms M Walker Ms E McCarthy Ms S Yabsley"	Western Sydney University	ARC
2018/600	Nature In The City (assessing kids connection to nature)	"Prof D Hochuli Dr J Martin Prof L Given Mr R Keith"	The University of Sydney	
3a1020	Hollows As Homes	"Dr J Martin Prof D Hochuli Dr B Law"	"The University of Sydney, DPI Forestry"	Wildlife Rescue and Rehabilitation Grants (Commonwealth)
	The Urban Field Naturalist Project	"A/Prof T van Dooren Prof D Hochuli Dr J Martin Dr Z Sadokierski Dr A Burrell"	"The University of Sydney, University of Technology Sydney"	
	Vulnerability of Australian bats to white-nose syndrome	"Dr C Turbill A/Prof J Welbergen Dr J Martin Dr J Hufschmid Dr L Lumsden Prof C Willis Prof F Geiser"	"Western Sydney University University of Melbourne"	ARC Linkage
2021/204 (Human ethics)	Learning By Doing (increasing school kids involvement in citizen science and STEM)	"A/Prof A Motion Dr Y Golumbic Dr J Martin Dr A Black Dr C Preston Ms C Kenneally"	"The University of Sydney"	
MQ AEC	Wild shark migration, movements and social networks	"Dr J Day A/Prof C Brown Dr N Knott Dr T Guttridge"	"Macquarie University NSW Fisheries Sonotronics Bimini Biological Field Station"	SeaWorld Research & Rescue Foundation, ARC Linkage
3a/06/15	Social preferences, activity patterns and learning in Port Jackson Sharks	"Dr J Day A/Prof C Brown Ms J Kadar"	Macquarie University	Woolworths, Macquarie University
	Resolving the warming East Australian Current's impact on a marine food web (AKA Sensing the seascape)	"Dr D Slip Prof R Harcourt Dr I Jonsen Prof I Suthers A/Prof M Roughan A/Prof M Doblin Dr M Cox"	"Macquarie University University of New South Wales University of Technology Sydney Australian Antarctic Division"	ARC Linkage, Macquarie University

AEC no. if Applicable	Project Title	Researchers	Partner Institution	Source of External Funds
4a/12/14	Bio-inspired camouflage to prevent shark attacks on surfers (AKA Making the waves safe)	"Dr D Slip A/Prof N Hart Prof S Collin Dr C Huveneers Dr E Gennari Dr V Peddemors"	"Macquarie University University of Western Australia Flinders University Oceans Research Shark Mitigation Systems Pty Ltd NSW DPI Fisheries"	"NSW Shark Management Competitive Annual Grants Program, Macquarie University, NSW DPI Fisheries, Shark Attack Mitigation Systems"
	Trophic interactions between key marine apex predators off the Uruguayan coast	"Dr D Slip Prof R Harcourt Dr Vincent Raoult"	"Macquarie University University of Newcastle Dirección Nacional de Recursos Acuáticos - National Direction of Aquatic Resources (DINARA)"	PADI Foundation
	Using camera traps to survey African clawless otters	"Dr D Slip Prof R Harcourt Dr T McIntyre"	"Macquarie University University of Pretoria"	
	Developing the next generation of animal telemetry tools	"Dr D Slip Prof R Harcourt Dr I Jonsen"	"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"
	Improving the effectiveness of electronic deterrents to prevent shark bites	"Dr D Slip A/Prof N Hart A/Prof C Huveneers Dr L Ryan Dr J Everett Dr V Peddemors"	"Macquarie University Flinders University Le Centre Sécurité Requin (Shark Security Centre), Iles Reunion Oceans Research South Africa University of Miami Sea World, Queensland"	Sea World, ARC Linkage
	Using eDNA and acoustic surveys to determine the impact of changing prey availability on Australian little penguin populations in NSW	"Dr J Day Dr B Pitcher Dr D Slip Prof R Harcourt Dr M Stat Dr M Huggett"	"Macquarie University Newcastle University"	
4a/04/21	Investigating the microbiome of little penguins	"Dr J Day Dr B Pitcher Dr M Stat Dr M Huggett Prof R Harcourt"	"Macquarie University Newcastle University"	NSW NPWS
	How effective are Australian Marine Parks at protecting EPBC listed species	"Dr D Slip Prof R Harcourt Dr Alana Grech Dr Viv Tulloch"	"Macquarie University James Cook University University of British Columbia Department of Agriculture Water and the Environment"	"Australian Government Our Marine Parks Round Two"
3a/02/21	Nutritional requirements of growing Southern hairy-nosed wombats	"Ms M Shaw Dr G Tobias Dr L Vogelneust Dr F Hulst Dr K Vnette-Herrin Dr J Whinfield"		

AEC no. if Applicable	Project Title	Researchers	Partner Institution	Source of External Funds
	Wildlife Assist - A mobile app to monitor provision of feed, water and shelter to wildlife following catastrophic events	Ms M Shaw Mr M Kemp Dr N Jordan Dr J Martin		Wildlife and Habitat Bushfire Recovery Program grant
	Wildlife Assist - One Welfare Project	"Ms M Shaw Dr J Martin Dr B Jones Dr P McManus Dr P McGreevy Dr C Herbert Dr D Raubenheimer"	"University of Sydney, RSPCA Australia University of Adelaide"	RSPCA
	Assessing the sustainability of zoo diets	Ms M Shaw Ms B Corcoran		
"S-2020-092 Uni Adelaide Zoos' AEC 11/02/2021"	Short-beaked echidna (Tachyglossus aculeatus) nutrition: diet digestibility, microbiota, gastric emptying and post-prandial glucose monitoring	"Ms M Shaw Dr David McLelland Dr Ian Smith Prof Frank Grutzner Prof Karen Jones"	"University of Adelaide Adelaide Zoo Western Sydney University"	
	Investigating the diets of the critically endangered Regent Honeyeater (Anthochaera phrygia)	Ms A Jarman Ms M Shaw Dr Catherine Grueber	University of Sydney	
	Investigating the diets and vitamin E status of Plains Wanderer (Pedionomus torquatus)	Ms A Jarman Ms M Shaw Dr Catherine Grueber	University of Sydney	
	Nutrient composition of Echidna and Pangolin milk	Ms M Shaw Dr M Power	"Smithsonian Institute, Save Vietnam's Wildlife, Wombaroo"	Zoo & Wildlife Foundation Nutrition Research Grant
	Gastrophysiology in the short-beaked echidna	"Ms M Shaw Dr L Tong Dr P Meagher Dr G Tobias Dr K Vinette Herrin Dr F Hulst Dr L Vogelnest Dr M Power Dr Raphael Eisenhofer"	"Macquarie University, Australian Geographic "	
	Investigating Vitamin A & E status in Regent Honeyeaters and Plains Wanderers	"Ms M Shaw Dr L Vogelnest Dr F Hulst Dr K Vinette-Herrin Dr G Tobias Dr L Tong Mr P Thompson"		

AEC no. if Applicable	Project Title	Researchers	Partner Institution	Source of External Funds
3c/12/19	Genetic management of the regent honeyeater breeding program	"Dr J Day Dr V Sluys Dr B Pitcher Dr R Crates Dr C Hogg Dr E McLennan"	Australian National University, University of Sydney	Bioplatforms Australia
5c/08/19	Tracing origins, resource use and movements of green turtles in NSW: implications for conservation management	"Dr J Day Dr P Meagher Dr J van de Merwe Dr O Coffee Dr R Pearson"	Griffith University	"Bioplatforms Australia, Wettenhall Environment Trust, James N. Kirby Foundation"
	Population genetics of Yellow Spotted Bell Frogs and Booroolong Frogs	"Dr J Day Mr M McFadden Prof S Donnellan Dr J Rowley"	South Australian Museum, Australian Museum	Bushfire Wildlife Recovery Fund
CDU AEC	Collaborative science for monitoring of Northern Territory marine megafauna	"Prof S Banks Dr C Palmer Dr J Day A/Prof C Salgado Kent Dr A Grech Prof R Harcourt Dr V Udyawer Mr B Smith Ms Y Sutherland Mr F Moyle Mr D McAdam Mr J Smith"	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	ARC Linkage
3d/12/20	Disrupting illegal wildlife trade through forensic science	"Dr P Meagher Dr L Tong Ms M Shaw Dr K Brandis Dr D Mazumder Dr D Ramp "	University of NSW, ANSTO University of Technology Sydney TRAFFIC	Taronga Foundation
	Tracking Illicit Wildlife Movement – Testing 3D Computed Tomography (CT) scanners at in-bound and out-bound screening locations to detect legal transport and illegal trafficking of animals.	"Dr P Meagher Dr V Pirotta Dr J O'Brien "	Rapiscan	DAWE
	Platypus Recovery and Reproduction	"Dr P Meagher Mr A Elphinstone Dr J O'Brien"	UNSW	"Department of Regional NSW RSPCA Taronga Foundation"
	Developing behavioural welfare tools for giraffe	Dr B Pitcher Dr M West Dr S Sherwin Dr H Larsen	University of Melbourne, Zoos Victoria	
	Investigation of infertility in a Black Rhinoceros	"Dr B Bryant Dr Justine O'Brien Dr Monica Stoops"	Henry Doorly Zoo	Institute of Museum and Library Services grant

Appendix 6

Post Mortem and Clinical Samples Supplied for Research and Teaching Purposes

Receiving Organisation	Individual	Sample and Purpose
University of Sydney	Hogg	Tissue Sample: Greater Bilby
University of Sydney	Hogg	Bellinger River Turtle
University of New South Wales	Ryugo	Brain and Ears: Short-beaked Echidna
Taronga Zoo	"P Meagher J O'Brien "	Carcasses: Lace Monitors, Sulphur Crested Cockatoos, Rainbow Lorikeets, Eastern Water Dragons, Eastern Blue-tongue
Taronga Zoo	V Mella	Carcasses: Dusky Moorhen, Swamp Wallaby, Australasian Darters, Pied Cormorant, Tawny Frogmouth
University of Sydney	A Jarman	Whole carcass for various samples: Plains Wanderer
NSW Education	T Gardiner	Taxidermy: Dollarbird, Australian Pelican, Cattle Egret, Peregrine Falcon, Southern Bookbook, Scaly-breasted Lorikeet, Forest Kingfisher
Taronga Zoo	V Mella	Carcasses: Australian Brush Turkey, Lace Monitor, Fluttering Shearwater, Black-winged Petrel, Sacred Ibis, Tawny Frogmouth, Laughing Kookaburra
NSW Education	T Gardiner	Carcass: White-headed Pigeon
Taronga Zoo and University of Adelaide	M Shaw	Various samples: Short-beaked Echidna
University of Sydney	A Jarman	Various samples: Regent Honeyeaters
Taronga Zoo	J Day	Various samples: Regent Honeyeaters
NSW Education	T Gardiner	Carcass: Dollar Bird
Taronga Zoo	V Mella	Carcasses: Australian Brush Turkey, Laughing Kookaburra, Sacred Ibis, Short-tailed Shearwater, Common Koel, Australian Magpie, Eastern Water Dragon
Taronga Zoo	P Meagher	Carcasses: Rainbow Lorikeet, Sulphur Crested Cockatoo, Eastern Blue-tounge, Golden Crown Snake, Marsh Snake, Eastern Water Dragon, Diamond Python, Shingleback Lizards
Taronga Zoo	P Meagher	Carapace: Green Sea Turtle
University of Sydney	M Govendir	Liver Sample: Koalas, Common Brushtail Possum
James cook University	L Donnelly	Liver samples: Koalas

Appendix 7

Scientific Associates

Consultant	Institution	Consultancy
Professor Michael Bryden	University of Queensland	Marine Ecology
Dr Gemma Carroll	University of Washington and NOAA Southwest Fisheries Science Centre	Marine Ecology
Professor Martina Doblin	University of Technology Sydney, SIMS Director	Climate Change Research
Professor Robert Harcourt	Macquarie University	Marine Ecology
A/Professor Nathan Hart	Macquarie University	Comparative Neurobiology
Dr Ian Jonsen	Macquarie University	Ecology
A/Professor Phillip Byrne	University of Wollongong	Amphibian Reproductive Biology

Consultant	Institution	Consultancy
Dr David Hunter	NSW Department of Planning, Industry and Environment	Amphibian Conservation Biology
Dr Aimee Silla	University of Wollongong	Amphibian Reproductive Biology
A/Professor Lee Skerratt	University of Melbourne	Amphibian Disease Research
Professor Frank Grützner	The University of Adelaide	Comparative Genome Biology
Professor Karen Jones	University of Adelaide	Nutrition
Dr Debashish Mazumder	Australian Nuclear Science and Technology Organisation	Illegal Wildlife Trade
Dr Michael Power	Smithsonian Conservation Biology Institute	Comparative Nutrition and Milk Composition
Professor David Raubenheimer	University of Sydney	Nutritional Ecology
Professor Ian Beveridge	University of Melbourne	Parasitology
Dr Nick Dexter	Parks Australia	National Park Manager
Dr John-Sebastian Eden	"Westmead Institute for Medical Research"	Pathogen Genetics
Professor Edward Holmes	University of Sydney	Pathogen Genetics
Mr Jason Lohrey	Arcitecta	IT Services
Professor Paul Canfield	University of Sydney	Disease Research
Dr Laura Ryan	Macquarie University	Marine Ecology and Comparative Neurophysiology
Dr Rebecca Spindler	Bush Heritage Australia	Wildlife Reproduction
A/Professor Michelle Power	Macquarie University	Citizen Science, Nutrition, Microbiology
Professor Culum Brown	Macquarie University	Behavioural Ecology
Mr Andrew Gilbert	Bioplatforms Australia	Genomics
Mrs Margaret Hawkins	Taronga Conservation Society Australia (Emeritus)	Behavioural Biology
Professor Lesley Hughes	Macquarie University	Climate Change Biology
Professor Emma Johnston	University of New South Wales	Marine Ecology
Professor Richard Kingsford	University of New South Wales	Ecology
Emeritus Professor William Sherwin	University of New South Wales	Conservation Genetics
Dr Kate Wilson	NSW Department of Planning, Industry and Environment	Climate Change
A/Professor Lisa Schwanz	University of New South Wales	Wildlife Reproduction
Professor Kathy Belov	University of Sydney	Genetics
Dr Kate Brandis	University of New South Wales	Illegal Wildlife Trade
Dr Georgina Child	Small Animal Specialist Hospital	Neurology
Dr Nadine Fiani	Cornell University	Veterinary Dentist
Dr Paul Fowler	Royal North Shore Hospital	Obstetrics and Gynaecology
Professor Ian Fraser	University of New South Wales	Obstetrics and Gynaecology
Mr Michael Fruin	Horseshoe Express	Farrier
Professor David Gordon	Australian National University	Population Biology of Micro-organisms
Professor Martin Kluckow	Royal North Shore Hospital	Human Neonatology
Dr Jennie Mohler	University of Sydney	Ungulate Medicine
Dr Michael Rodriguez	St Vincents Hospital	Neuropathologist
Professor Bill Walter	Mater Hospital	Orthopaedic Specialist

Consultant	Institution	Consultancy
Dr David Spratt	CSIRO Sustainable Ecosystems	Veterinary Parasitology
Dr Graeme Allan	Veterinary Imaging Associates	Diagnostic Imaging
Dr Kelly Caruso	Eye Clinic for Animals	Veterinary Ophthalmology
Dr David Clarke	K9 Gums	Veterinary Dentistry
Dr Sarah Davies	Veterinary Imaging Associates	Diagnostic Imaging
Dr Bernard Hudson	Royal North Shore Hospital	Zoonotic Infectious Diseases
Dr Robert Nicoll	Veterinary Imaging Associates	Diagnostic Imaging
Professor Jacqueline Norris	University of Sydney	Veterinary Microbiology
Dr Cheryl Sangster	Consultant	Veterinary Pathologist
Professor Jan Slapeta	University of Sydney	Veterinary Parasitology
Dr Jeffrey Smith	Eye Clinic for Animals	Veterinary Ophthalmology
Dr Cameron Whittaker	Eye Clinic for Animals	Veterinary Ophthalmology
Professor David Phalen	University of Sydney	Veterinary Science
Dr Claire Dennis	Charles Sturt University	Veterinary Dentist
A/Professor Brian Hilbert	Charles Sturt University	Equine Surgeon
A/Professor Kristopher Hughes	Charles Sturt University	Equine Medicine
Dr David Simpson	Animal Referral Hospital	Veterinary Orthopaedics
Dr Luke Wells-Smith	Motion Equine Podiatry Consulting	Veterinary Podiatry
Professor Madeleine Van Oppen	Australian Institute of Marine Sciences	Coral Biology
Dr Mary Hagedorn	Smithsonian Institution	Marine Physiology
Dr Ross Crates	Australian National University	Behavioural Ecology and Conservation
Mr Nick Patteson	NSW National Parks & Wildlife Service	Behavioural Ecology and Conservation
Dr Jason van de Merve	Griffith University	Ecology
Professor Dieter Hochuli	University of Sydney	Ecology
A/Professor Justin Welbergen	Western Sydney University	Ecology
Dr Chris Turbill	Western Sydney University	Ecology
Dr Ryan Witt	University of Newcastle	Reproduction and movement ecology
Dr Vanessa Pirota	Rapiscan Systems	Wildlife Forensics
Dr Gilad Bino	University of New South Wales	Ecology and Conservation
Dr Tahneal Hawke	University of New South Wales	Ecology and Conservation
Dr Michael Stat	University of Newcastle	Genetics
Dr Carolyn Hogg	University of Sydney	Genetics
Dr Catherine Grueber	University of Sydney	Nutrition and Conservation
Dr Bidda Jones	University of Sydney & RSPCA Australia	Nutrition and Conservation
Professor Alex Chaves	University of Sydney	Nutrition

Appendix 8

Paid Consultancies Undertaken by the Taronga Conservation Society Australia

Report/Services	Receiving Organisation
Clinical Veterinary and Veterinary Pathology Consultancies	NSW Department of Planning, Industry and Environment (via MOU agreement)
Clinical Veterinary and Veterinary Pathology Consultancies	Parks Australia
Clinical Veterinary and Veterinary Pathology Consultancies	WIRES
Veterinary Pathology Services	Sydney Metropolitan Wildlife Service
Veterinary Pathology Services	NSW Department of Primary Industries
Endocrinology Service	Perth Zoo
Endocrinology Service	Zoos Victoria (Melbourne, Healesville, Werribee)
Clinical Veterinary Consultancy (Examination of Orangutan)	Mogo Wildlife Park
Clinical Veterinary Consultancy (Examination and treatment of Asian Elephant)	Sydney Zoo
Veterinary Pathology Services (Training)	NSW Department of Planning, Industry and Environment
Strategic Conservation Project Planning and Development	Koala Conservation Australia (Port Macquarie Koala Hospital)
Veterinary Pathology Services	Private veterinary practice, Melbourne
Veterinary Pathology Services	Seaforth Veterinary Hospital
Veterinary Pathology Services	Small Animal Specialist Hospital
Veterinary Pathology Services	Wildlife in Need of Care
Veterinary Pathology Services	Aussie Ark
Veterinary Pathology Services	Environmental Protection Agency
Veterinary Pathology Services	Sydney Wildlife
Veterinary Pathology Services	South Australian Department of Primary Industries and Regions
Veterinary Pathology Services	ACT Chief Veterinary Officer, Kippax Veterinary Hospital
Veterinary Pathology Services	WIRES, Wildlife Arc
Nutrition Consultancy	Zoos Victoria (Melbourne, Healesville, Werribee)
Nutrition Consultancy	Sea World, Village Roadshow Themeparks
Endocrinology Service	Australia Zoo
Endocrinology Service	Sydney Zoo

Appendix 9

Lectures and Presentations

Staff Member	Subject	Receiving Body
Elizabeth Arthur	<i>Conservation in a Changed World: Experience during Bushfire Crises</i>	Taronga Foundation - New Horizons
Larry Vogelnest	<i>Assessment and options for dealing with live Pinniped ashore</i>	NSW National Parks and Wildlife Service and Organisation for the Rescue and Research of Cetaceans in Australia
Kimberly Vinette Herrin	<i>KoRV transmission in Zoo population - a case study</i>	International KoRV Symposium
Elizabeth Hall	<i>Penguin treatment and rehabilitation at Taronga Wildlife Hospital</i>	Project Penguin

Staff Member	Subject	Receiving Body
Elizabeth Hall	National Parks and Wildlife Service and Taronga First Response for Fire Fighters Wildlife training modules and booklet	National Parks and Wildlife Service Bushfire Working Group
Larry Vogelnest, Elizabeth Hall, Elizabeth Arthur, Nadine Sammy, Hannah Bender, Derek Spielman	Veterinary Professional Training Workshops	Professional Veterinarians
Sarah Male	Road safety awareness and wildlife	YATZ Ryde Safety Day
Elizabeth McConnell	Lord Howe Island Rodent Eradication Program	YATZ
Frances Hulst	Veterinary Care of Macropods and Koalas	British Veterinary Zoological Society (Online)
Nadine Samy	Learning from the dead and departed - A nurse's approach to necropsy	27th Veterinary Nurses Council of Australia conference
Paul Thompson	Clinical Pathology at Taronga Zoo	NSW DIP, Wildlife Retreat at Taronga
Kimberly Vinette Herrin	Wildlife Crisis	Cadbury, Taronga Zoo Sydney
Monique Van Sluys	Taronga Zoo Regent Honeyeater Captive Breeding Program	Cumberland Bird Observers Club
Andrew Elphinstone	Overview Reintroduction Programs	University of NSW
Andrew Elphinstone	Taronga Priorities Post The Black Summer	DPIE Saving Our Species Working Group
Andrew Elphinstone	Taronga Partnerships Delivering Bushfire Response	DPIE Saving Our Species Investing in Biodiversity Workshop
Monique Van Sluys	Wildlife Corridors. Wildlife at Risk Day	Wildlife at Risk' Year 10 Biology Depth Studies program, Taronga Institute of Science and Learning
Ben Pitcher	Ask An Expert Webinar 'Conservation Behaviour'	Taronga Guest Experience Officer Training Module, Taronga Institute of Science and Learning
Ben Pitcher	Animal Enrichment Digital Presentation	Taronga Education Team, Taronga Institute of Science and Learning
Ben Pitcher	Digital content on 'Ecology and Conservation'	Macquarie University
Jo Day	Role of zoos in conservation	University of Newcastle
Emma Thompson and Lauren Cole	Taronga Conservation Society Australia and the University of Sydney: Two iconic institutions working in partnership	International Zoo Educators Association virtual conference
Jo Day	Careers in science	YATZ Ask and Expert Career Day
Neil Jordan	<i>Introduction to Biodiversity Conservation</i>	University of NSW lecture course
Neil Jordan	<i>Disease and Biodiversity</i>	University of NSW lecture course
Neil Jordan	Evidence-based conservation	University of NSW lecture course
Neil Jordan	Conservation Technology I: An overview	University of NSW lecture course
Neil Jordan	Conservation Technology II: Machine learning and the Internet of Things	University of NSW lecture course
Neil Jordan	Surrogates and charisma in conservation	University of NSW lecture course
Neil Jordan	Conservation conflicts	University of NSW lecture course
Karrie Rose	Crocodylian pathology and emerging diseases of Australian reptiles	Davis-Thompson Foundation Seminar Series
Karrie Rose and Hannah Bender	Emergent Macropod Disease	National Veterinary Pathology Rounds:
Justine O'Brien	Supporting Species and Ecosystem Conservation with Science	Taronga Institute of Science and Learning, Conservation Forum
Rebecca Hobbs, Michelle Campbell-Ward, Justine O'Brien	Taronga Science Update	Taronga Foundation Donor Network
Justine O'Brien	Taronga Science Update	Ottomin Foundation, Annual General Meeting

Staff Member	Subject	Receiving Body
Karrie Rose	Cadmium in Christmas Island's wildlife: What implications does it have for the island ecosystems	Marie Bashir Institute Colloquium
Karrie Rose, Hannah Bender, Jane Hall	The Australian Registry of Wildlife Health	Royal North Shore Hospital/Taronga Zoo Pathology Meeting
Karrie Rose, Hannah Bender, Jane Hall	Macropod health	Coasters Retreat Community Meeting
Justine O'Brien	Under the microscope and out in the field - The science of wildlife conservation at Taronga	Taronga live webcast for International Day of Women and Girls in Science
Jo Day	Understanding shark behaviour, one bite at a time	Taronga live webcast for International Day of Women and Girls in Science
Phoebe Meagher	Sydney's Underwater Metropolis – How Sydney Harbour supports living things	Taronga live webcast for International Day of Women and Girls in Science
Phoebe Meagher	Australian Shark Attack File	Taronga School Education live Webcast
Phoebe Meagher	Observing Animal Behaviour - HSC In depth Study	Taronga School Education pre-record
Monique Van Sluys	Supporting Survival – Taronga's Species Recovery Programs	Taronga live webcast for International Day of Women and Girls in Science
Emma Thompson	Taronga and the University of Sydney's Wildlife Conservation Degrees	Taronga live webcast for International Day of Women and Girls in Science
Justine O'Brien	Welcome and Introduction	University of Sydney Bachelor of Science/ Bachelor of Advanced Studies students
John Martin	Year 12 Observing Animal Behaviour Depth Study	Taronga School Education
Karrie Rose	<i>Biosecurity and Biodiversity</i>	University of Sydney (Taronga)
Jane Hall	What does Biosecurity mean to Australia?	University of Sydney (Taronga)
Karrie Rose	Biosafety	University of Sydney (Taronga)
Jane Hall	Biosafety in animal handling and examination	University of Sydney (Taronga)
Karrie Rose	Dynamics of emerging infectious disease in wildlife	University of Sydney (Taronga)
Jane Hall	Factors driving emergent disease	University of Sydney (Taronga)
John Martin	UTS Design Honours. Presentation on interdisciplinary collaboration and The Urban Field Naturalist Project	UTS Library
Ben Pitcher	Ethograms - Measuring behaviour	University of Sydney
Karrie Rose, Jane Hall	Recent Emerging Diseases in Australian Fauna	Wildlife Heroes
Karrie Rose, Jane Hall	Wildlife Disease Investigation and Management in Australia	Wildlife Heroes
Karrie Rose	Human Influences of Wildlife Disease and Disease Risk Analysis	University of Sydney
Jane Hall	Disease Risk Analysis	University of Sydney
Jane Hall	The Bellinger River Snapping Turtle (<i>Myuchelys georgesi</i>)	University of Sydney
John Martin	Urban biodiversity	Western Sydney University
John Martin	Investigating urban wildlife	University of Sydney
Justine O'Brien	Reproductive Science and Wildlife Conservation	University of Sydney
Justine O'Brien	Reproductive Science and Wildlife Conservation	University of Sydney
Jonathan Daly	Securing coral reef biodiversity with cryopreservation	Reef Restoration and Adaptation Program All of RRAP seminar
Jonathan Daly	Securing coral reef biodiversity with cryopreservation	Reef Restoration and Adaptation Program Science Symposium
Jonathan Daly	Securing coral reef biodiversity with cryopreservation	Wildlife at Risk HSC Depth Study
Paul Maguire	Shaping a Litter Free future for our waterways	2021 NSW Keep Australia Beautiful Litter Congress

Staff Member	Subject	Receiving Body
Belinda Fairbrother	How to Address the “Ban Palm Oil” messaging in Australia	Roundtable on Sustainable Palm Oil Webinar
Rebecca Robey	Animal Health and Welfare: Preventative Medicine, capture and Restraint techniques and Aged Animal Assessments.	University of Sydney/Taronga: Wildlife Conservation Degree
Rebecca Hobbs	Reproductive Technologies (WILD4001 - Wildlife Management)	University of Sydney
Jane Hall	Health and Disease in Austalian Marine Fauna	Organisation for the Rescue and Research of Cetaceans in Australia
Jane Hall	Depth Study: Bellinger River Snapping Turtle (<i>Myuchelys georgesi</i>)	Taronga School Education
Brad McKenzie, Jose Altuna, Ady Dettorre	Capture, restraint and transport of wild pinnipeds ashore	National Parks and Wildlife Service Coastal Regions
Emma Thompson	Taronga Wildlife Conservation degree	University of Sydney
Bridget Corcoran	Sustainability at Taronga	Maddocks Lawyers
Bridget Corcoran	Sustainability at Taronga	Australian Museum
Michelle Shaw	Who wants to be a Zoo Nutritionist?	Taronga Training Institute, Careers Day
Michelle Shaw	Orange-bellied parrot nutrition review	DPIPWE Threatened Species Group
Michelle Shaw	Taronga’s Nutrition Program	Loop Abroad Veterinary Students
Michelle Shaw	Monotreme Microbiome	University of Adelaide
Michelle Shaw	Where Science Will Take You	Marine Mammal Foundation, Marine Champions
Michelle Shaw	Wombat Metabolic Bone Disease	Zoo and Aquarium Association, Veterinary Specialist Advisory Group
Michelle Shaw	Zoo & Wildlife Nutrition Introduction	Sea World Gold Coast
Michelle Shaw	Nutrition for Rescue & Rehabilitation	Sydney Wildlife
Michelle Shaw	Conservation Nutrition	University of Sydney (Taronga WILD4001)
Michelle Shaw	Nutrition Ecology and Physiology	University of Sydney (Taronga WILD4002)
Michelle Shaw	Nutrition for Wildlife in Conservation	University of Sydney, Ecology, Evolution and Conservation Research Seminars
Michelle Shaw	Echidna Nutrition Research	Western Sydney University
Michelle Shaw	Bird Nutrition	Zoos Victoria; Melbourne Zoo, Healesville Zoo, Werribee Open Range Zoo Veterinarians
Michelle Shaw	Centralising Zoo Nutrition	Zoos Victoria; Melbourne Zoo, Healesville Zoo, Werribee Open Range Zoo Veterinarians
Michelle Shaw	Zoo & Wildlife Nutrition Introduction	Adelaide Zoo
Michelle Shaw	Future of Nutrition Programs	Toronto Zoo
Michelle Shaw	Ask An Expert Webinar ‘Conservation Nutrition’	Taronga Guest Experience Officer Training, Taronga Institute of Science and Learning
Michelle Shaw	Balancing Zoo Diets Using a Custom Herbivore Pellet	Zoo and Aquarium Association, Veterinary Specialist Advisory Group
Michelle Shaw	Nutrition for Rescue & Rehabilitation	Animals Asia
Michelle Shaw	Wildlife Assist App Update	TWH staff
Michelle Shaw	Wildlife Assist App Update	Queensland Department of Environment and Science, Threatened Species
Michelle Shaw	Wildlife Assist App Update	Wild Spy
Michelle Shaw	Wildlife Assist App Update	WIRES
Michelle Shaw	Wildlife Assist App Update	Food and Water for Wildlife Working Group, Wildlife Health Australia
Michelle Shaw	Wildlife Assist App Update	NSW Wildlife Council

Staff Member	Subject	Receiving Body
Michelle Shaw	Wildlife Assist App Update	Worldwide Veterinary Service
Michelle Shaw	Wildlife Assist App Update	Landcare Australia
Michelle Shaw	Wildlife Assist App Update	RSPCA Australia
Michelle Shaw	Wildlife Assist App Update	NSW National Parks and Wildlife Service
Michelle Shaw	Wildlife Assist App Update	Australian Wildlife Council
Michelle Shaw	Wildlife Assist App Update	Conservation Volunteers Australia
Cameron Kerr	Keeping it cool for the koalas: Decarbonising Taronga Zoo	World Association of Zoos and Aquariums

Appendix 10

Publications

Books

n/a

Book Chapters

McIntosh, R.R., Pitcher, B.J. (2021) The enigmatic life history of the Australian sea lion. In: Campagna, C., Harcourt,

R., (eds) *Ethology and Behavioural Ecology of Otariids and the Odobendid*. Pp 557-585. Springer, Cham

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Vitale, J.D., Jordan, N.R., Gilfillan, G.D., McNutt, J.W., and Reader, T. (2020) “Spatial and seasonal patterns of communal latrine use by

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Peterson, N.R., Rose, K., Shaw, S., Hyndman, T.H., Sigler, L., Kurtböke, D.İ., Llinas, J., Littleford-Colquhoun, B.L., Cristescu, R., Frère, C. (2020)

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Jacobs, L., Hammond, T., Gaffney, P., Curtis, M., Shier, D., Durrant, B., Righton, A., Williams, C. and Calatayud N.E. (2021) “Using reproductive technologies to assess the development of secondary sexual characteristics, ovarian senescence, and hermaphroditism

in the endangered Mountain yellow-legged frog (*Rana muscosa*)”. *Reproduction, Fertility and Development*, doi: 10.1071/RD21029.

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Thesis and Reports

Todd, C. PhD thesis: ‘The ecology and conservation of the Christmas Island flying-fox (*Pteropus natalis*)’, Western Sydney University

Rosewarne, T. Masters of Research thesis: ‘Forecasting the use of protected areas by Australian sea lions (*Neophoca cinerea*)’, Macquarie University.

Morris, V. Masters of Research thesis: ‘Increasing translocation success through alarm communication’, Macquarie University.

McCarthy, E. Masters of Research thesis: ‘Investigating the use of drone-acquired thermal imagery as an effective

Conference and Workshop Proceedings

n/a

Workshops convened

Bender, H. Davis-Thompson Foundation Seminar Series, co-convened, online, October 2020 to January 2021.

Bender, H. and Woolford, L. Diseases of Australian Marsupials: Veterinary Pathology Continuing Education Workshop, 22 May 2021

Martin, J.M. Multiregional funding - Grey-headed flying-fox Working Group, 25 May 2021

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Riverón, S., Raoult, V., Baylis, A., Jones, K., Slip, D., & Harcourt, R. (2021) “Pelagic and benthic ecosystems drive differences in population and individual specializations in marine predators”, *Oecologia* 196 (3), 891-904

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new tool to inform the management and conservation of flying-fox colonies’, Western Sydney University

Appendix 11

Staff Representation on External Committees

Name	Committee
C. Kerr	President, Zoo and Aquarium Association
C.Kerr	Board Member, International Rhino Foundation
C.Kerr	Board Member, Jane Goodall Institute Global
C.Kerr	Member, University of New South Wales Scientific Advisory Council
V Moushigian	"Member, Australian Institute of Health and Safety Member, Wellness Design Academy"
E Hall	Member, Wildlife Rehabilitation Standards Advisory Group
E Hall	Member, NSW Wildlife Council, NSW Office of Environment and Heritage."
F Hulst	Member, Zoo and Aquarium Association Vet Specialist Advisory Group
F Hulst	Primary Veterinary Advisor, Zoo and Aquarium Association Amphibian Taxon Advisory Group
P Meagher	Member, Grey Nurse Shark Recovery Team.
G Tobias	Member, Zoo and Aquarium Association Vet Specialist Advisory Group
L Tong	Member, Zoo and Aquarium Association Vet Specialist Advisory Group
K Vnette Herrin	Member, Zoo and Aquarium Association Vet Specialist Advisory Group
L Vogelnest	Member, Zoo and Aquarium Association Vet Specialist Advisory Group
L Vogelnest	Primary Veterinary Advisor, Zoo and Aquarium Association Australian Marine Mammals and Penguins Taxon Advisory Group
L Vogelnest	Member, Department of Agriculture and Water Resources, National Zoo Animal Health Reference Group
L Vogelnest	Director, Byron Bay Wildlife Hospital Board
D. Slip	Member, International Union for the Conservation of Nature / Species Survival Commission Boa and Python Specialist Group
M. Shaw	Member, Association of Zoos and Aquariums Nutrition Advisory Group (AZA-NAG)
M. Shaw	Nutrition advisor for Western Lowland Gorilla Species Survival Plan
M. Shaw	Member, Canadian Association of Zoos and Aquariums Nutrition Advisory and Research Group (CAZA-NARG)
M. Shaw	Member, Association of Zoos and Aquariums Nutrition Advisory Group (AZA-NAG)
M. Shaw	Member, European Zoo Nutrition Research Group
M. Shaw	Nutrition advisor for EAZA Monotreme and Marsupial TAG
M. Shiels	Regent honeyeater recovery team.
N. Jordan	Member, Research Committee, The Carnivore Conservancy, Tasmania
N. Jordan	Member, Botswana Carnivore Forum Advisory Committee
N. Jordan	Member, Human Wildlife Conflict Focus Group, Botswana
R. Hobbs	Steering committee member, FaunaBank
R. Hobbs	Member, CRC Working Group on Coral Cryopreservation and Repository Building
J. O'Brien	Member, NSW Department of Industry, Planning and Environment Platypus Steering Committee
J. O'Brien	Member, International Embryo Technology Society's Parent Committee on Companion Animals, Non-Domestic and Endangered Species (CANDES)
J. O'Brien	Taxon Leader (Non-human Primates), Research Subcommittee of the International Embryo Technology Society's Parent Committee on CANDES
J. O'Brien	Reproduction Co-advisor, Association of Zoos and Aquariums (AZA) Rhino Advisory Group
J. O'Brien	Reproduction Advisor, AZA Penguin Taxon Advisory Group

Name	Committee
J. O'Brien	Reproduction Advisor, AZA Polar Bear Research Council
H. Bender	Australian Society for Veterinary Pathology Committee
H. Bender	Australian Animal Pathology Standards Program
H. Bender	Editorial Panel - Veterinary Pathology
K. Rose	Marine Debris Working Group – NSW DPIE
K. Rose	Christmas Island Reptile Advisory Panel - Parks Australia
K. Rose	Christmas Island Flying Fox Advisory Panel - Parks Australia
K. Rose	Wildlife Disease Association Int'l – Grants Committee
K. Rose	Wildlife Health Australia – Universities Committee
K. Rose	Wildlife Health Australia - State Coordinators Committee
K. Rose	Bellinger River Turtle Expert Reference Group
K. Rose	Bells Turtle Steering Group
K. Rose, H. Bender, J. Hall	NSW Wildlife Biosecurity Committee
J. Hall	Member, Churchill Fellows' Association of NSW
J. Hall	Wildlife Disease Association International Student Awards Committee, Committee member
S. Duffy	Chair, Jane Goodall Institute Australia Board
S. Duffy	Jane Goodall Institute Australia Global Advocacy Committee
S. Duffy	Jane Goodall Institute Australia Fundraising Risk and Governance Committee
S. Duffy	Jane Goodall Institute Australia Programs Fundraising and Communications Committee
S. Duffy	ZAA Elephant Steering Committee and Taxonomic Advisory Group
S. Duffy	RSPCA NSW Keeping Cats Safe at Home Advisory Group
S. Duffy	Taronga, University of Sydney Education Alliance Governance Committee
A. Elphinstone	Council Member Royal Zoological Society NSW
A. Elphinstone	Plains-wanderer National Recovery Team
A. Elphinstone	ZAA Wildlife Conservation Committee
A. Elphinstone	"Member Regent honeyeater National Recovery Team "
A. Elphinstone	Member, NSW Department of Industry, Planning and Environment Platypus Steering Committee
A. Elphinstone	Member, NSW Department of Industry, Planning and Environment, Cumberland Plain Koala Conservation Working Group
A. Elphinstone	Member, NSW Department of Industry, Planning and Environment Feral-Free Areas Technical Expert Advisory Group
A. Elphinstone	Member, NSW Department of Industry, Planning and Environment, Saving our Species Internal Working Group
M. Van Sluys	Member, International Union for Conservation of Nature (IUCN) Amphibian Specialist Group
N. Boyle	Committee Member ZAA Animal Management Committee (formerly ASMP)
N. Boyle	Advisory Board Member Conservation Centres for Species Survival
N. Boyle	Committee Member NSW Schools and Animal Care Ethics Committee
N. Boyle	Executive Committee Member Southern Black Rhino Sustainability Program
N. Boyle	Wildlife Deserts Advisory Committee
K. James	Australian Society of Zoo Keepers (ASZK) Committee
D. Fryday	Committee Member, The Australian Rhino Project, Young Australians for Rhinos
B. Bryant	Member, International Veterinary Advisory group consulting to the Sumatran Rhinoceros Rescue Team for the field capture and translocation of Sumatran Rhino in Kalimantan
B. Bryant	Veterinary Co-advisor AZA RhinocerosTAG Rhino Research Council

Name	Committee
B. Bryant	Member, International Rhino Foundation Advisory Board
B. Bryant	Member, Sumatran Rhino Husbandry and Propagation Expert Advisory Board
B. Bryant	Primary Veterinary Advisor, ZAA ungulate Veterinary Advisory Group
M. Campbell	Secretary/Treasurer, Australian and New Zealand College of Veterinary Scientists Zoo and Wildlife Medicine Chapter
M. Campbell	Chair, Subject Examinations Committee, Australian and New Zealand College of Veterinary Scientists Zoo and Wildlife Medicine Chapter
M. Campbell	Chairperson, NSW Exhibited Animals Advisory Committee
M. Campbell	Primary Veterinary Advisor, Zoo and Aquarium Association (ZAA) Nutrition Veterinary Advisory Group
B.Sammut	SAG Convenor Human Resources Advisory Group - ZAA
B.Sammut	Aboriginal Workforce Development Community
S. Hinks	Board Committee Member, Regional Development Australia - Orana
C. Ford	Committee Member Zoo and Aquarium Association Standards and Accreditation Committee
C. Ford	Metapopulation Subgroup Coordinator, Bilby Recovery Team
C. Ford	Member, Christmas Island Reptile Advisory Panel
M. McFadden	Member, NSW Declining Frog Working Group
M. McFadden	Member, Corroboree Frog Recovery Team
M. McFadden	Co-convenor, Zoo and Aquarium Association (ZAA) Amphibian Taxon Advisory Group
M. McFadden	Member, International Union for Conservation of Nature (IUCN) Translocation Specialist Group
M. McFadden	Member, International Union for Conservation of Nature (IUCN) Amphibian Specialist Group
M. McFadden	Member, Bellinger River Turtle Expert Reference Group
M. McFadden	Member, Christmas Island Reptile Advisory Panel
C. Dryburgh	President, Australasian Society of Zoo Keeping
A. Skidmore	Member, Bellinger River Turtle Expert Reference Group
A.Carter	ASZK Training Committee
L.Davis	Fundraising Institute of Australia Conference Committee
J. Daly	Co-chair, Coral Reef Consortium Cryopreservation and Biorepository Working Group
J. Daly	Committee member, Coral Biobank Alliance
M.Townsend	Australian Tourism Export Council (ATEC) NSW Branch Committee Member
B. Fairbrother	Zoo and Aquarium Association (ZAA) Palm Oil Taskforce
J. Martin	Australasian Bat Society, Flying-Fox Expert Group
J. Martin	"Birdlife Australia, Urban Bird Conservation Action Plan Committee"
J. Maguire	Animal Care and Management Industry Training Advisory Committee
E. Thompson	Member, Australian Marine Sciences Association
E. Thompson	Member, International Zoo Educators Association (IZEA)
L. Cole	Member, International Zoo Educators Association (IZEA)
M. English	Member, International Zoo Educators Association (IZEA)
M. English	IUCN Asian Elephant Specialist Group
S. Hinks	Regional Development Australia Orana Region

Appendix 12

International Travel

Staff Member Name	Destination	Date of Travel	Reason for Travel	Comments
Lisa Cavanagh	Sydney - Perth - Cocos (Keeling Island) - Christmas Island - Perth - Sydney	4/06/2021 - 14/06/2021	To escort 125 critically endangered Blue-tailed skinks, which is extinct in the wild from Taronga Zoo to Cocos Islands to undertake the third translocation of this species to the wild.	Supported by Virgin Australia and Parks Australia

Appendix 13

Workforce Diversity

Workforce Diversity Achievements in 2020/2021 include:

Strategic Plan 2021-2025 Incorporated Cultural Strategic Pillar	6 Strategic Pillars form the base framework of the new Strategic Plan. 'Commitment to Country' is one of these 6 Pillars: <i>"Commit to and embed a way of working that respects and includes Indigenous peoples, cultures and place"</i>
Workforce Diversity Celebrations	NAIDOC Week, Reconciliation Week, International Women's Day, Harmony Day and Sydney Mardi Gras were amongst the celebrations to promote a greater understanding of our diverse community. These celebrations were acknowledged through virtual communications platform Workplace this year. To celebrate the Sydney Mardi Gras the Taronga team were part of the COVID-safe parade at Sydney Olympic Stadium and actively promoted these celebrations on Workplace, spreading awareness and engagement across the organisation.
Indigenous Youth Programs	The Taronga Zoo Burbangana and Taronga Western Plains Zoo Walanmarra Youth Programs have continued to operate in partnership with the NSW Government. The programs connect vulnerable, at risk or trauma affected young people to Country, Culture and Wildlife. Taronga has employed graduates from the programs, representing a significant achievement for these young people and Taronga. Importantly, the programs overall deliver over \$2 of social value for every \$1 invested. Taronga is committed to continuing and expanding these programs.
Aboriginal Employment Strategy	Taronga is working on the Aboriginal Employment strategy and has been actively engaging with various stakeholder and community representatives throughout the past year. Opportunities such as education and training pathways have been identified across both sites and strategies implemented to ensure cultural safety and support from the Taronga Aboriginal Advisory Group. Additional Identified and Targeted roles have also been recruited to closely mentor young people participating in a range of community and cultural programs on Wiradjuri and Cammeragal Country.
Reconciliation Action Plan (RAP)	Taronga's Reconciliation Action Plan continues to evolve by building and enhancing cultural appreciation among our staff and visitors. Taronga's active engagement with a working group of indigenous and non-indigenous staff consult with Zoo staff and others outside the Zoo with special expertise, providing advice and important grounded cultural knowledge. Taronga acknowledges the contribution that the local inhabitants made in developing a strong connection and respect for Australian animals and the principles of sustainability and conservation, and it's critical this connection continues into the future.

Disability Plan	Taronga has continued its partnership with Autism Spectrum Australia to deliver Access @ Taronga Zoo activation which has been received positively by the communities by providing early entry into the zoo. This program provided a great opportunity to revisit Taronga's inclusion strategies. Taronga also supports volunteers with disabilities to be placed in various roles throughout the zoo. In addition, Taronga have installed Hearing Loop facilities in the major Taronga buildings open to guests, including the Savannah precinct.
Gender Diversity Leadership Group	Taronga's commitment to gender diverse leadership is evident through recruitment processes and the current leadership group.
Return to Work Parents	Taronga have and will continue to consult with employees returning to work after periods of parental leave. Taronga gives due consideration to any flexible work requests outside of the parental leave period. Taronga actively works towards the 'if not, why not' commitment from NSW government in making all roles flexible by 2020 using the Make Flexibility Count Framework.
Community Service Program	Our Community Programs team continues to deliver Burbangana and Walanmarra Programs. These programs were developed to create a new outreach program for Indigenous youth to gain practical, career development skills in horticulture, carpentry and animal care. The Community and Cultural programs team also works in partnership with the Department of Juvenile Justice, facilitating community service placements and practical work experience for low risk offenders.

Key Workforce Diversity strategies proposed by Taronga for 2020/21 include:

Taronga's Cultural & Strategic Plan	Taronga will continue to consult and engage with Aboriginal Advisory Group (TAAG), on Cammeragal and Wiradjuri Country to continue to work towards the 2022 targets. These targets involve multiple areas across the organisation but are not limited to building development, employment, education and procurement. The TAAG Team are an integral part of our Taronga family and will continue to advise on key aspects of our operations.
Aboriginal Employment Strategy	In collaboration with Department of Planning Industry and Environment Taronga had continued to work to the Aboriginal Employment Strategy. This dedication to the strategy and collaboration with our key partners will continue. Cultural Awareness programs are now part of both employee and volunteers induction process as well as being embedded within our Knowledge Library on Workplace.
Mental Health Awareness	Taronga currently have 39 representatives that are accredited and practice Mental Health First Aid supporting teams across the organization. Mental Health Masterclass refresher training facilitated by the World Mental Health Institute ensures a consistent and effective approach to supporting our people. Taronga recognises mental health issues within wider society is on the rise and therefore ongoing refresher training and workshops will ensure our representatives have the ability to stay in touch with the latest methods of providing support. This has been particularly important during the COVID-19 lockdown(s) and the implications have been felt in our people.
Workforce Diversity Celebrations	Taronga's commitment to the promotion of Equal Employment Opportunity will continue to evolve. Taronga's Diversity strategies support Aboriginal Employment, Disability, Multiculturalism and Women in Leadership. The Wildlife Retreat Employment Strategy allowed for appropriate workplace support to ensure all internal and external stakeholders were able to engage with the benefits of a diverse Taronga workforce. This year Taronga were strongly linked to DPIE's NAIDOC and Reconciliation Week Celebrations, successfully streaming these live from our partner organisation during the challenging COVID-19 climate.

Additional Human Resources Reporting Requirements

Movements in salaries and wages

- 0.3% increase to salaries, wages and salary related allowances TCSA Salaried Employee Award effective 5 July 2020
- 0.3% increase to salaries, wages and salary related allowances TCSA Wages Employee Award effective 5 July 2020
- 0.3% increase to salaries, wages and salary related allowances TCSA Retail and Restaurant Award effective 5 July 2020

Amendments to personnel policies and procedures

Taronga is currently undertaking a full policy review.

In addition, all awards were reviewed in consultation with the relevant unions.

Amendments to industrial relations policies and practices

Taronga is currently undertaking a full policy review, this includes consulting regarding changes to the following industrial Awards to ensure their consistency, compliance with the Government Sector Employment Act 2013 and to ensure that all industrial instruments are relevant to Taronga employees:

- Taronga Conservation Society Australia Salaried Award
- Taronga Conservation Society Australia Wages Award
- Taronga Conservation Society Australia Retail and Restaurant Award

EEO Target Groups (Permanent and Temporary Staff Only)

Trends in the Representation of EEO Groups

EEO Group	"Benchmark or Target"	2016	2017	2018	2019	2020	2021
Women	60.0%	57.5%	62.4%	63.7%	53.5%	61.7%	67.4%
Aboriginal People and Torres Strait Islanders	2.6%	1.7%	2.4%	2.5%	1.4%	1.40%	3.40%
People Whose Language First Spoken as a Child was not English	19.0%	3.4%	5.4%	6.3%	5.3%	5.1%	2.5%
People with a Disability	n/a	0.4%	1.8%	1.2%	0.8%	0.9%	1.6%
People with a Disability Requiring Work-related Adjustment	1.5%	0%	0%	0%	0%	0%	1%

Trends in the Distribution of EEO Groups

EEO Group	"Benchmark or Target"	2016	2017	2018	2019	2020	2021
Women	100	98	96	94	93	90	92
Aboriginal People and Torres Strait Islanders	100	71	80	76	87	99	90
People Whose Language First Spoken as a Child was not English	100	86	92	102	103	95	113
People with a Disability	100	96	85	89	88	89	93
People with a Disability Requiring Work-related Adjustment	100						

Appendix 14

Senior Executive Service

2020/21 – Senior Executive Bands

Band	Total Senior Executives	Average Remuneration (package) end current year
SE Band 1	12*	\$209,486
SE Band 2	1	\$277,024
SE Band 3	1	\$372,512
Total	14	\$223,258

In 2020/21 5 positions in the Senior Executive Bands were filled by female employees. 6.28% of total employee-related expenditure in 2020/21 related to Senior Executives.

Appendix 15

Senior Staff

Executive

- Cameron Kerr BSc (Hons), MCom – *Executive Director and Chief Executive*
- Angeli Aquino BA, GradDipPP – *Executive Officer*

Taronga Zoo Operations

- Simon Duffy AM, BEd, BTeach GAICD – *Executive Director, Taronga Zoo*
- Paul Maguire, PSM, BEd – *Director, Education*
- Rodd Stapley, BSc – *Director, Asset Management*
- Alex Emson, HND BusMgmt – *Director, Guest and Commercial Operations*
- Elio Bombonato – *Manager, Wildlife Operations*
- Natalie Scobie, BBus (Hosp Mgt) – *Manager, Tertiary Products & Marketing*
- Courtney Frost (Employed by the Department of Education), BSc, BTeach – *Manager, School Education (job share)*
- Matthew Nelson (Employed by the Department of Education), Bed (Prim) – *Manager, School Education (job share)*
- Lucinda Cveticanin, BAppA BEd – *Manager, Community and Cultural Programs*
- Belinda Fairbrother, BSc (Env) – *Manager, Community Conservation and Engagement*

Taronga Western Plains Zoo

- Steve Hinks, DipMgt, DipBus, MMgt – *Director, Taronga Western Plains Zoo*
- Kathleen Oke, Cert IV T&A, Cert IV FM, Cert IV Hort, Dip Mgmt – *Facilities and Asset Operations Manager*

People Culture and Safety

- Bettina Sammut, BA, Cert (PR), Grad Cert (HRM) Grad Cert (Change Mgt) – *Director People Culture and Learning*
- Valerie Moushigian, Dip WHS, AdvDip BusMgmt – *WHS Manager*
- Rebecca Edwards, BBA, BA Psych – *Human Resources Manager*

Welfare, Conservation and Science

- Nick Boyle, BSc (Comms)/LLB – *Director Welfare, Conservation and Science*
- Dr Justine O’Brien, BScAgr (Hons), PhD (Veterinary Science) – *Manager Conservation Science*
- Andrew Elphinstone, BSc (Env), MEnv – *Manager Conservation and Recovery Programs*
- Claire Ford, BSc – *Manager Population Development and Welfare*
- Dr Larry Vogelneest, PSM, BVSc (Hons), MVetStud (Wild Med Hub), MANZCVS (Zoo Medicine) – *Senior Veterinarian Taronga Zoo*
- Dr Benn Bryant, BVSC, MVS, MANZCVSc (Zoo Medicine) – *Senior Veterinarian Taronga Western Plains Zoo*
- Michelle Shaw, BSc, MSc, PhD candidate – *Zoo and Wildlife Nutritionist*
- Bridget Corcoran, BSc, BA, Cert IV T&A – *Manager, Environmental Sustainability*

Corporate Services and Governance

- Narelle Beattie, BCom, MA, CA – *Director Corporate Services and Governance*
- Paul White, JP, MACS CP – *Head of Information and Digital Technology*
- Cassandra Long, MNet&SysAdmin – *Manager IT Operations*
- Emma Roberts, BA FCCA – *Manager Governance*
- Leonard Lek, BCom, CPA – *Manager Finance (Projects)*
- Bruno Da Silva, B of Agr. Ec, MBA, Prince 2 Practitioner (Project Management) – *Manager Procurement*

Marketing, Communications and Fundraising

- Karen Madden MSc, MBA, BBus – *Director, Marketing, Communications and Fundraising*
- Leila Davis, Dip Mktg – *Head of Taronga Foundation*
- Helen Wright, Dip IDM – *Fundraising and Memberships Manager*
- Suzy Scheiblin, BA – *Corporate Partnerships Manager*
- Monika Townsend, AssocDip Tourism Management – *Trade Sales Manager*

Appendix 16

Employee by Category

Program Area	Ongoing					Temporary				
	2017	2018	2019	2020	2021	2017	2018	2019	2020	2021
Executive	10	10	13	13	12	2	2	1	1	1
Clerical	113	120	109	122	114	48	61	72	67	48
General	24	26	25	26	29	1	1	0	2	7
Professional	19	14	14	16	14	5	1	1	0	3
Services	53	56	69	60	31	12	5	7	36	9
Technical	4	5	4	7	6	1	2	2	1	0
Trades	163	166	170	180	165	22	18	17	22	32
Total	386	397	404	424	371	91	90	100	129	100

Program Area	Casual					Total				
	2017	2018	2019	2020	2021	2017	2018	2019	2020	2021
Executive	0	0	0	0	0	12	12	14	14	13
Clerical	94	54	52	48	35	255	235	233	237	197
General	2	1	1	1	3	27	28	26	29	39
Professional	7	3	4	5	5	31	18	19	21	22
Services	395	373	340	313	250	460	434	416	409	290
Technical	0	1	0	0	0	5	8	6	8	6
Trades	121	115	95	98	60	306	299	282	300	257
Total	619	547	492	465	353	1096	1034	996	1018	824

Previous to 2021 this report would have included employees with multiple positions

Appendix 17

Government Information (Public Access) Act

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

Reviews Carried Out by the Agency	Information Made Publicly Available by the Agency
Yes	Yes

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)

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

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%
Members of Parliament	0	0	0	0	0	0	0	0	0	0%
Private sector business	0	0	0	0	0	0	0	0	0	0%
Not for profit organisations or community groups	0	0	0	0	0	0	0	0	0	0%
Members of the public (by legal representative)	0	0	0	0	0	0	0	0	0	0%
Members of the public (other)	0	0	0	0	0	0	0	0	0	0%
Total	0	0	0	0	0	0	0	0	0	
% of Total	0%	0%	0%	0%	0%	0%	0%	0%		

*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 Application 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%
Access applications (other than personal information applications)	0	0	0	0	0	0	0	0	0	0%
Access applications that are partly personal information applications and partly other	0	0	0	0	0	0	0	0	0	0%
Total	0	0	0	0	0	0	0	0	0	
% of Total	0%	0%	0%	0%	0%	0%	0%	0%		

*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	No. of Applications	% of Total
Application does not comply with formal requirements (section 41 of the Act)	0	0%
Application is for excluded information of the agency (section 43 of the Act)	0	0%
Application contravenes restraint order (section 110 of the Act)	0	0%
Total number of invalid applications received	0	0%
Invalid applications that subsequently became valid applications	0	

Table D: Conclusive Presumption of Overriding Public Interest Against Disclosure: Matters Listed in Schedule 1 of Act

	Number of Times Consideration Used*	% of Total
Overriding secrecy laws	0	0%
Cabinet information	0	0%
Executive Council information	0	0%
Contempt	0	0%
Legal professional privilege	0	0%
Excluded information	0	0%
Documents affecting law enforcement and public safety	0	0%
Transport safety	0	0%
Adoption	0	0%
Care and protection of children	0	0%
Ministerial code of conduct	0	0%
Aboriginal and environmental heritage	0	0%
Privilege generally – Sch 1(5A)	0	0%
Information provided to High Risk Offenders Assessment Committee	0	0%
Total	0	

*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

	Number of Times Consideration Used*	% of Total
Responsible and effective government	0	0%
Law enforcement and security	0	0%
Individual rights, judicial processes and natural justice	0	0%
Business interests of agencies and other persons	0	0%
Environment, culture, economy and general matters	0	0%
Secrecy provisions	0	0%
Exempt documents under interstate Freedom of Information legislation	0	0%
Total	0	

Table F: Timeliness

	Number of Applications*	% of Total
Decided within the statutory timeframe (20 days plus any extensions)	0	0%
Decided after 35 days (by agreement with applicant)	0	0%
Not decided within time (deemed refusal)	0	0%
Total	0	

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%
Review by Information Commissioner*	0	0	0	0%
Internal review following recommendation under section 93 of Act	0	0	0	0%
Review by NCAT	0	0	0	0%
Total	0	0	0	0%
% of Total	0%	0%	0	

*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%
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	0	0%
Total	0	

Table I: Applications Transferred to Other Agencies

	Number of Applications Transferred	% of Total
Agency – Initiated Transfers	0	0%
Applicant – Initiated Transfers	0	0%
Total	0	

Appendix 18

Public Interest Disclosures

In accordance with the Public Interest Disclosures Act 1994 (NSW), Taronga has a Public Interest Disclosures Policy that is available to all staff via the Taronga intranet. The policy designates senior officers of Taronga (the Chief Executive, Executive Team and Manager, Human Resources) as being responsible for receiving public interest disclosures on behalf of Taronga.

Taronga Conservation Society Australia had no public interest disclosures in the period 1 July 2020 to 30 June 2021.

Appendix 19

Consultants' Fees Incurred in 2020/21

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:

Management Services – \$21,813
 Conservation Services – \$13,946
 Capital Projects – \$28,800

Total Consultancies less than \$50,000 = \$64,559

Total Consultancies = \$64,559

S.No.	Cost Centre	Division/Department	Amount	Consultancy Spent for/Matter	Consultant/Vendor
1	15800P	Capital Works and Infrastructure	19,800.00	Master Plan Development	Fiona Yeates Consulting Trust
2	15800P	Capital Works and Infrastructure	9,000.00	Construction Procurement Accreditation Assessment	The Trustee For Arcblue Consulting Trust
3	19250P	Wildlife Conservation	10,027.50	Hatch Program	Impact Boom PTY LTD
4	19250P	Wildlife Conservation	2,000.00	F4S debriefs for HATCH Program	Changing Change International (CCI)
5	11310P	Wildlife Conservation	1,918.00	Timothy J. Sullivan, Animal Training Specialist	Animal behavioral husbandry consultation
6	19010P	Taronga Foundation	7,500.00	Fundraising Consultancy	Fundraising Solutions International
7	15600P	Human Resources	7,000.00	Consultation Re change implementation process of Payroll SAP	Consultation Re change implementation process of Payroll SAP
8	15630P	Human Resources	4,800.00	Review of Casual Loading Payments in Taronga Conservation Society Awards.	HR Connections
9	15630P	Human Resources	2,513.30	SAP ECC Data Extraction - Elevate	Deloitte
			64,558.80		

Appendix 20

VIP Visits to Taronga and Taronga Western Plains Zoos in 2020/21

Thai Consul General, Chakkrir Krachaiwong
 The Hon. Sussan Ley, Federal Minister for the Environment
 Senator Andrew Bragg, Senator for New South Wales
 The Hon. Dominic Perrottet, NSW Treasurer
 The Hon. John Barilaro, NSW Deputy Premier and Minister for Regional NSW, Industry and Trade
 The Hon. Matt Kean, NSW Minister for Energy and Environment
 The Hon. Rob Stokes, NSW Minister Planning and Public Spaces
 The Hon. Brad Hazzard, NSW Minister for Health and Medical Research
 The Hon. Geoff Lee, NSW Minister for Skills and Tertiary Education
 Ms Felicity Wilson MP, Member for North Shore
 Mr Dugald Saunders MP, Member for Dubbo
 Mr Matt Damon, Actor
 Ms Elsa Pataky, Actor
 Mr Omari Hardwick, Actor
 Mr Christian Bale, Actor
 Mr Tim Ross, Radio Host and Presenter
 Ms Jane Krakowski, Comedian and Actor

Appendix 21

Multicultural Policies and Services Program

Objective	Strategies	Achievements – 2019/20	Program for 2020/21
Promote, respect and accommodate cultural difference amongst Taronga staff.	Strategic Plan 2021-2025: Incorporated Cultural Strategic Pillar	Commitment to Country	Ongoing
	Internal communications subcategory: Cultural Awareness	This details Taronga’s acknowledgement of traditional owners of the land and linking employees directly to the cultural awareness e-Learning module.	Ongoing
	Provide and promote vocational educational opportunities at Taronga particularly for people from non-English speaking backgrounds	The Taronga school work experience program at both sites delivers VET opportunities to a significant number of students from a non-English speaking background.	Ongoing
Continuing development of Taronga’s internal communications	To provide and disseminate information to all employees regardless of cultural and language background.	The implementation of Workplace by Facebook has been very successful over the past two years. All content is fully accessible to all employees and volunteers. This includes recordings of major updates and presentations, as well as internal group updates.	Ongoing

Objective	Strategies	Achievements – 2019/20	Program for 2020/21
	Organisational Updates provided through varying methods	Questions for panel members and exec team can be submitted anonymously prior to the event	Ongoing
Ensure Taronga’s recruitment activities support the principles of EEO and the promotion of a culturally diverse workforce.	Ensure all Taronga employment practices and process are flexible and inclusive to help ensure a wide range of applications from diverse backgrounds	Recruitment practices continue to be refined and redacted in line with multicultural attraction in mind. Successfully recruited and appointed Indigenous Traineeship positions within the Taronga Wildlife Retreat. To facilitate authentic and genuine commitment and connection to country for our guests. Review of all cultural content being developed for guest and student engagement to ensure community consultation and Indigenous staff involvement throughout all stages.	Ongoing. All content being reviewed and supported by Community.
Promotion of the zoos and the services of Taronga within ethnic communities		The Taronga Zoo Tourism team have this year continued their push into new markets. There has been continued growth and engagement through the agent base in our main target markets and continue to focus on both FIT and Group travel. The team also focused on Business events with more engagement in this sector. The team continue to focus on Inbound Tour Operators (ITO’s), Online Travel Agents (OTA’s) and front-line travel agents as well as a renewed focus on invigorating our presence in travel brochures and publications as well as in-market promotions. Taronga Education program Wildlife Workshops specifically developed and targeted to inbound students. Utilising travel organisations including JTB, Kintestu, Jalpak, and foreign language schools	The Taronga Zoo Tourism team will be working on various projects to improve and digitise booking processes for all tourism bookings. The team will also focus on brand and product awareness and industry engagement ahead of the reopening of International borders in 2022. Ongoing Program
	Promote Taronga Zoo to a diverse audience through engagement of foreign and LOTE media.	While limited by border closures, PR and media departments at both zoos facilitated interviews and distributed news media materials to LOTE media and foreign media outlets.	Ongoing program will continue in accordance with requests received
	Promote Taronga Zoo to a diverse audience in alignment with key calendar milestones	To coincide with Lunar New Year, Taronga ran a paid social campaign to offer a Lunar New Year discount for two weeks, reaching a total audience of 35,000 people.	Ongoing Program
		Joint Partnership with Sydney Opera House to utilise the services of an in-market representation company in China, the service provider, act as an extension of the Sales Team at Taronga Zoo and updates the local Chinese Travel agents and Wholesalers about activities and promotions at Taronga Zoo.	Ongoing Program
Integrate ethnic affairs initiatives into all Taronga business and capital plan activities	Ensure all relationships with key country personnel are strong and supportive of long-term outcomes	Wildlife Retreat at Taronga’s tours in conjunction with community.	Ongoing

Objective	Strategies	Achievements – 2019/20	Program for 2020/21
		Provided opportunities and support for eight employees to work in-situ and support local communities' projects and conservation programs internationally utilising the Zoo Friend Conservation Fellowships program. Most of these fellowships that included international travel components were postponed due to COVID-19.	Ongoing
		Participated in various Tourism Trade events including overseas Missions hosted by DNSW and Tourism Australia aimed at targeting overseas agents. Assisting to develop significant growth in this sector for Taronga. Some of these planned travels were postponed due to COVID-19.	Ongoing – Due to Border closures these events have moved online and have been used to keep brand and product awareness up and keep up engagement with the wider industry.
Increased support for multi-cultural groups during COVID-19	Ensuring continued engagement and embedding understanding across our people	Taronga continued all engagement with Indigenous communities via working groups at both sites in Dubbo and Sydney. In reopening, Taronga provided a place of respite and reprieve during a difficult period for all communities across Sydney and NSW.	Ongoing
Increase the multi-cultural service capacity at both zoos	Continue to embed employees training and volunteer training in customer service with a particular focus on cultural appreciation and diversity.	Cultural Awareness Training at Taronga was rolled out for a variety of team members in 2020. The Wildlife Retreat at Taronga's training had a significant cultural drive in the developed training. All team members at Taronga had the opportunity to complete the accompanying eLearning module which had an overview of the Cultural factors that are woven into the Retreat as well as an overview of our aboriginal history. This training ensures enhanced cultural support in communication throughout all roles in the organisation.	Ongoing
	Delivering high quality education and engagement programs for culturally diverse students and groups.	Taronga's outreach programs led by the Zoomobile target NESB and ESL schools especially these schools who have challenges attending the zoos. Along with the Zoomobile the education team provides access to meaningful and curriculum aligned programs through digital channels. The Community Zoomobile supports these communities by providing animal and engaging experiences to regional and community-based events such as NAIDOC and Threatened Species week. Unfortunately, a number of these events were postponed due to COVID-19.	Ongoing
		The partnership programs with the Department of Community and Justice continue to deliver strong educational outcomes to students facing significant hardships. Both Burbangana and Walanmarra - Community and Cultural Programs at both Taronga and Taronga Western Plains Zoo have expanded and support highly disadvantaged and at-risk children.	Ongoing

Objective	Strategies	Achievements – 2019/20	Program for 2020/21
		The second year of ELVA, a new integrated program with the Department of Community and Justice continues to deliver meaningful outcomes for trauma effected young people in out of home care.	Ongoing
		"Animals of the Dreaming," a cultural outreach program for schools and community groups works with schools and groups across NSW. It is co delivered by Colin Hardy OAM an Aboriginal Elder from Brewarrina.	Ongoing
		Support programs and student services programs are available and accessible to ESL students of Taronga Training Institute.	Ongoing
	Provide overseas guests with translated material including maps to ensure a high value onsite experience	The zoos have a number of translated different language maps distributed at the Zoo's information desk – including Mandarin, Korean and English. Animal fact sheets are also provided: Korean, Spanish, Chinese, Vietnamese, German, Italian, and French.	Ongoing – will be updated in line with changes such Upper Australia once open as well as opening of international borders.
		Taronga's app offers a Mandarin-language option.	Ongoing
		The Taronga and TWPZ app use symbols and pictorials that have been designed and tested to function for use by non-English speaking guests	Ongoing
	Provide interpretive and directional signs and educational graphics which are more pictorial in nature	Both Zoos continue to embrace the use of non-text directional and interpretative signage. This enables non English-speaking groups to access all areas of the zoo and understand key educational concepts without relying on reading.	Ongoing

Appendix 22

Internal Audit and Risk Management Attestation for the 2020/21 financial year for Taronga Conservation Society Australia

I, Penny Bingham Hall, 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

Risk Management Framework	1.1	The Accountable Authority shall accept ultimate responsibility and accountability for risk management in the agency	Compliant
	1.2	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
Internal Audit Function	2.1	The Accountable Authority shall establish and maintain an internal audit function that is appropriate for the agency and fit for purpose	Compliant
	2.2	The Accountable Authority shall ensure the internal audit function operates consistent with the International Standards for Professional Practice for Internal Auditing	Compliant
	2.3	The Accountable Authority shall ensure the agency has an Internal Audit Charter that is consistent with the content of the 'model charter'	Compliant
Audit and Risk Committee	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
	3.2	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 Corporate Services, Audit and Risk Committee are:

- Chair – Ms Kristin Stubbins
- Member – Ms Penny Bingham-Hall
- Member – Mr Graham Wackett
- Member – Clr Roy Bendall

Penny Bingham Hall

Chair
Taronga Conservation Society Australia

Appendix 23

Credit Card Certification

Taronga has approved credit cards for the payment of expenses. The use of credit cards during 2020/21 was in accordance with the Premier's Memoranda and Treasurer's direction.

Appendix 24

Risk Management and Insurance Report

Risk Management

Taronga's Risk Management Policy and Enterprise Risk Management (ERM) Framework enables Taronga to identify 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

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 on which to identify, assess and respond to risks arising from significant external events impacting Taronga's operations including COVID-19 in the 2020/21 financial year.

Taronga's Risk Management Policy is reviewed and approved annually by the Taronga Board. The Board is also issued a summary of high and extreme enterprise risks, any material changes in Taronga's ERM register and key risk trends at each bi-monthly meeting. The detail of the ERM register is reviewed bi-monthly by Taronga's Performance, Audit, Risk and Safety Committee. The Committee also reviews internal and external audit reports which may identify weaknesses in existing risk management processes or emerging risks.

Insurance

As a Non-Financial Public 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.

Contributions

Contributions (premiums) are calculated initially at a whole of government level to reflect the total cost of the fund. Contributions are then adjusted for a number of factors including an individual agency's claims experience and risk profile. A summary of contributions (exc. GST) by line of business is below for the 2020/21 and previous 2019/20 financial year.

Line of Business	FY 20/21	FY 19/20
Liability	\$183,637	\$82,950
Property	\$433,563	\$479,560
Motor	\$81,566	\$46,400
Miscellaneous	\$14,268	\$34,570
Workers Comp	\$442,263	\$479,572
Total	\$1,155,297	\$1,123,052

Appendix 25

Investment Performance

Taronga has placed funds on deposit through NSW Treasury Corporation (TCorp). This deposit is similar to bank deposits 'at call' and the return payable on these funds can vary. At 30 June 2021 Taronga had \$12 million invested as at-call deposits with TCorp's Hourglass cash facilities. Performance of these investments is detailed below:

Performance of Investment Facility Against Benchmark*

Performance % pa	1 Year	3 Year	5 Year	10 Year
Actual	0.31	1.26	1.63	2.48
Benchmark	0.06	0.96	1.29	2.19
Variance	0.25	0.30	0.33	0.29

*Bloomberg AusBond Bank Bill Index.

Taronga had \$98 million invested in fixed term deposits with various banking institutions at 30 June 2021. The average interest rate earned on these deposits was 0.41% pa.

Liability Performance

At 30 June 2021, Taronga had total borrowings of \$52.8 million. These borrowings represent fifteen fixed interest rate loans with TCorp maturing at various dates out to 2030.

Liability Performance	Actual	Benchmark
Market value of borrowings at 30 June 2021*	\$57.0m	n/a
Cost of funds pa	2.75%	2.75%**

*Market value of borrowings represents the value if all debt had to be settled at 30 June 2021 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 26**Annual Report External Production Costs**

No external production costs were incurred in the preparation of the Taronga Conservation Society 2020/21 Annual Report.

Appendix 27**Funds Granted to Non-Government Community Organisations**

Name of recipient organisation	Amount of Grant	Program Area
Jane Goodall Institute Australia	\$30,000	Conservation Partnership for Chimpanzees (Tchimpounga Sanctuary)
International Rhino Foundation	\$47,000	Sumatran Rhino Survival Alliance , Southern African Rhino Conservation
International Rhino Foundation	\$72,825	Reforestation Partnership, Way Kambas National Park, Sumatra, Indonesia
Northern Rangelands Trust	\$25,000	Conservation Partnership for Lion, Zebra, Giraffe, African Elephant in Kenya
Save Vietnam's Wildlife	\$20,000	Conservation Partnership for Pangolin in Vietnam
Australia Wildlife Conservancy	\$15,000	Conservation Partnership for Great Desert Skink in Australia
Zoo & Aquarium Association Inc Wildlife Conservation Fund (TRAFFIC partnership)	\$25,000	Conservation Partnership in support of TRAFFIC SE Asia
Botswana Predator Conservation Trust	\$15,000	Large Carnivore Conservation Research Program

Appendix 28**Land Disposal**

Pursuant to clause 4(1) of the Annual Reports (Statutory Bodies) Regulation 1985, Taronga declares that no property was disposed of during the year ended 30 June 2021.

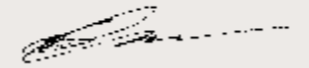
Appendix 29**Cyber Security Annual Attestation Statement for the 2020/21 financial year for Taronga Conservation Society Australia**

I, Steve Crane am of the opinion that Taronga Conservation Society Australia have managed cyber security risks in a manner consistent with the Mandatory Requirements set out in the NSW government Cyber Security Policy.

Governance is in place to manage the cyber security maturity and initiatives for Taronga Conservation Society Australia.

Risks to the information and systems of Taronga Conservation Society Australia have been assessed and are managed.

Taronga Conservation Society Australia is working to continuously improve the management of cyber security governance and resilience.


Penny Bingham Hall

Chair

Taronga Conservation Society Australia

Appendix 30**Payable Analysis Data**

Aged Payables Analysis by Quarter	Current	31-60	61-90	91+	Total
September quarter	531,983	108,406	29,307	-	669,697
December quarter	1,059,493	100,191	67,885	8,277	1,235,845
March quarter	1,172,606	423,061	21,863	15,944	1,633,474
June quarter	3,883,924	227,661	140,997	85,786	4,338,368

Accounts Paid on Time by Quarter	Target	Actual	Total paid	Paid on time
September quarter	100%	95%	28,449,044	26,998,152
December quarter	100%	91%	30,198,050	27,409,942
March quarter	100%	79%	14,199,551	11,257,542
June quarter	100%	81%	15,641,907	12,706,842

Average days taken to process accounts in September quarter	28
Average days taken to process accounts in December quarter	31
Average days taken to process accounts in March quarter	33
Average days taken to process accounts in June quarter	31
Average days taken to process accounts in 2020	31

No interest has been paid on overdue accounts in the 2020/21 year.

Reasons for accounts not been paid on time

Taronga aims to meet vendor payment terms. Measurement of accounts being paid on time is based on 30 days from invoice date. In some cases vendors request payment 30 days from the end of the month after the invoice is raised. There are also instances of accounts being in dispute, necessitating withholding of payment until resolution of that dispute.



REGENT HONEYEATER — PHOTO BY DEAN INGWERSON