

Annual Report 2024-25

ZOOS VICTORIA
Fighting Extinction

A journey many years in the making.
Asian Elephant makes the 40km trek from
Melbourne Zoo to Werribee Open Range Zoo.



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Cover Photo: Asian Elephants in their new home at Werribee Open Range Zoo

Acknowledgement of Country

Zoos Victoria acknowledges the First Peoples as custodians of the land, waterways, and beautiful habitat on which we have the privilege to work, live and connect with nature. We acknowledge sovereignty was never ceded and this land always was and always will be Aboriginal land. We pay our deepest respects to Elders past and present and extend that respect to all Aboriginal and Torres Strait Islander Peoples.

It is a privilege for us to have the opportunity to learn from First Peoples in respecting and caring for Country and we hold a deep commitment to continuously and critically reflect on our approach to our work at Zoos Victoria. Inclusivity sits at the heart of what we stand for.

We are listening and learning, and we recognise that we are only at the very start of this journey as an organisation. We have a long way to go to contribute meaningfully to truth-telling, reconciliation and ultimately supporting self-determination for First Peoples in all that we do.

We are committed to walking with Aboriginal and Torres Strait Islander Peoples on this journey to acknowledge and reconcile our past, commit to doing better and be a part of creating a healthier, more inclusive future for all.



Tammar Wallaby

Year in review



Rebecca McKenzie
Chair – Zoos Victoria



Dr Jenny Gray AM
CEO – Zoos Victoria

In accordance with the Financial Management Act 1994, I am pleased to present Zoos Victoria's Annual Report for the year ending 30 June 2025.

At Zoos Victoria, our moral purpose to fight extinction and create a future rich in wildlife is more than a statement, it's a shared commitment that binds our organisation, our community and the natural world that depends on us. Over the past year, that commitment has taken shape in powerful and tangible ways. We've empowered people of all ages to take meaningful action for wildlife and continued to lead with courage and compassion in the face of complex environmental challenges.

We've set new standards in animal welfare and visitor experiences in the past 12 months, by relocating the Asian elephant herd from Melbourne Zoo to their new habitat at Werribee Open Range Zoo. The majestic group of nine elephants, including three calves, travelled 40 kilometres over five days, following 18 months of positive crate training. Supported by a large and dedicated team of zookeepers, veterinarians, engineers and logistics experts, this move was the result of years of planning and coordination. Their new home, the $88 million 21-hectare Elephant Trail, is a purpose-built habitat designed to support natural behaviours and complex social dynamics. With expansive environments, mega pools, and elevated overpasses, it sets a new benchmark in animal care and welfare. A three-year research program is underway to assess the welfare benefits of the move, with over 400 hours of behavioural data already collected. This move is a bold expression of our values and a testament to what can be achieved when expertise, empathy and purpose come together.

Across Victoria, we've seen species return to landscapes they once called home. At Mt Baw Baw, over 3,000 Critically Endangered Baw Baw Frogs were released into the wild, an action only possible due to our conservation breeding program for the frogs at Melbourne Zoo. Our Detection Dog team successfully located wild calling males and transmitter-wearing frogs. We heard the unmistakable call of males at a previous release site confirming that our efforts are taking root.

In September, 100 Endangered Key's Matchstick Grasshoppers made a homecoming to protected grasslands on Taungurung Country, where they hadn't been seen in decades. This newly established population will help mitigate the risk of their extinction from increasing fire and flood events, an example of how targeted conservation can build resilience in the face of climate change.

We also celebrated the rediscovery of the Critically Endangered Plains-wanderer in Melbourne's west for the first time since 2008. Using AI-powered call recognition software and song meter recording devices, researchers detected the bird's unique vocalisations. This rediscovery is a beacon of hope for a species long thought absent from the region.

At Cardinia Creek, 21 Helmeted Honeyeaters bred at Healesville Sanctuary were reintroduced to an area they last inhabited more than 40 years ago. This new site increases the number of wild populations to three, providing enduring hope for this resilient iconic species.

We've continued to build capacity across the state through our Veterinary Outreach Program, delivering 22 workshops to more than 180 general practice vets. The program has increased confidence in wildlife care and improved outcomes for injured native animals, strengthening a network of support and expertise that benefits species across Victoria.

Education and inspiration remain at the heart of our mission. Through our Fighting Extinction Schools program, we engaged 150,816 students in onsite programs, 12,433 in digital learning, and 565 teachers in professional development. Ninety-seven schools embedded conservation action projects into their curriculum and more than 400 students shared their work at the Fighting Extinction Schools Showcase at Melbourne Zoo. These young voices and their actions give us hope, not just for the future of conservation, but for a generation that will grow up knowing how to care for and protect the natural world.

Our community conservation campaigns reached new heights. Totes for Wildlife connected people with the Victorian Grassland Earless Dragon, with 19,489 tote bags sold to fund surveys and monitoring of the species. Moth Tracker saw 1,956 sightings submitted during the Bogong Moth migration, with a record-breaking 1,089 verified, contributing vital citizen science data to support the Mountain Pygmy-possum.

Coffee for Wildlife continued to link everyday choices with global conservation outcomes. This year, 9,091 bags of wildlife-friendly coffee were sold, providing a sustainable income to farmers and conservation grants that built capacity in our coffee partners and supported outcomes including increased wildlife monitoring of coffee gardens in Papua New Guinea, training for coffee farmers on biodiversity and ecosystem function to improve coffee quality in Ethiopia and organic certification in Sumatra.

We brought conservation into classrooms and communities through Safe Cat, Safe Wildlife. Reaching schools intentionally in Melbourne's Casey Region, we educated students about a local threatened species on their doorstep, the Endangered Pookila, and how responsible pet ownership can support species survival.

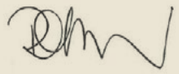
Young people remain essential to our vision for the future. Through our Youth Advisory Committee, we invested in 32 Youth Conservation Leaders who collaborated with experts and First Nations knowledge holders to develop community engagement strategies for Leadbeater's Possum conservation at Haining Farm. These young leaders also represented Zoos Victoria at key events, sharing their passion and vision for a future where nature is protected and celebrated.

Our community continues to grow. This year we welcomed 2.7 million visitors across our four zoos. The Zoos Victoria Membership program remains one of the largest zoo membership programs globally, with 352,089 members in 2024–25. Our members make up 44% of total visitors to our four zoos, with 1.2 million visits from members alone visiting this financial year. We were humbled by the extraordinary generosity of our supporters, including the largest living gift ever received into the Zoos Victoria Endowment Fund, an anonymous $2.5 million donation inspired by our work in access, inclusion, and education. In total, we have received more than $13 million in donations to help fuel our mission, ensuring that future generations can experience a future rich in wildlife.

As a zoo-based conservation organisation we understand the profound responsibility we hold, not only to protect threatened species, but to ignite a curiosity for wildlife in every person who walks through our gates. Whether they are members, visitors, or future conservationists, we aim to equip people with knowledge and nurture their ability to create change within their own communities.

Finally, we would like to thank the Hon Steve Dimopoulos MP, Minister for Environment, and extend our gratitude for his trust and support of Zoos Victoria. . We would also like to thank the Victorian State and Australian Federal Governments, as well as our partners, sponsors and donors for their financial support. It is thanks to your generosity and belief in our work that we are able to continue fighting wildlife extinction

Rebecca McKenzie
Chair – Zoos Victoria



Dr Jenny Gray AM
CEO – Zoos Victoria





1 of 100 Endangered Key's Matchstick Grasshoppers that made a homecoming to protected grasslands on Taungurung Country, where they haven't been seen in decades.

Our charter, our purpose

Our vision

As a world-leading zoo-based conservation organisation, we are securing a future rich in wildlife through:

- Supporting Critically Endangered Victorian, terrestrial, vertebrate species through innovative, scientifically-sound breeding and recovery programs
- Partnering with the Victorian community to create the world's most wildlife-friendly society
- Providing profound zoo-based animal encounters to connect people with wildlife
- Strong commercial approaches to secure financial sustainability

Governance and legislation

The four great zoos collectively trading as Zoos Victoria – Healesville Sanctuary (formally known as the Sir Colin MacKenzie Sanctuary), Kyabram Fauna Park, Melbourne Zoo and Werribee Open Range Zoo – are governed by the Zoological Parks and Gardens Board.

The Board's primary role is to protect the zoos whilst promoting research, education and conservation, and operate under the *Zoological Parks and Gardens Act 1995*.

Comprised of nine members appointed by the Governor in Council, on the recommendation of the Hon Steve Dimopoulos Minister for Environment, Minister for Tourism, Sport and Major Events, Minister for Outdoor Recreation, the Board is responsible for:

- Approval of the strategic direction and vision
- Setting appropriate Board policies providing strategic, ethical and operational guidance
- Approval of annual and corporate plans
- Approval of annual financial reports
- Reviewing risks, governance and internal controls
- Reporting to the Minister for Environment

THE ZOOLOGICAL PARKS AND GARDENS ACT 1995

Under the Act, the Board is guided to:

- Conserve, protect, manage and improve Zoos Victoria
- Promote and increase public enjoyment, knowledge and awareness of Zoos Victoria
- Carry out and promote zoological research, the conservation of wildlife, its natural habitats and the maintenance of biodiversity
- Provide services and facilities for visitors of Zoos Victoria
- Provide consultancy and advice services to the public on zoological matters
- Advise the Minister on matters relating to the Board's functions and powers, or on any other matter referred by the Minister and to carry out any other functions conferred on it by this or any other Act

Song meter (pictured) used to identify Critically Endangered Plains-wanderers in Melbourne's west for the first time in 30 years

Our Focus Areas

Our moral purpose is fighting extinction and creating a future rich in wildlife.

Working for Wildlife
Living with Wildlife
Creating Special Places
Thriving, Ethical Business
Valuing Our People



Wedge-tailed eagle Storm returns to the wild thanks to a life-saving feather transplant at the Healesville's Raptor Rehabilitation Centre.

Working for wildlife

· Lead and support the recovery of targeted species

· Respond to wildlife in need and advance standards of care and welfare

· Ensure that animals in our care have a conservation purpose and are thriving

FIGHTING EXTINCTION

1 In May 2025, 21 Helmeted Honeyeaters bred at Healesville Sanctuary were reintroduced to Cardinia Creek near Upper Beaconsfield. They last occurred in this area more than 40 years ago, prior to the 1983 Ash Wednesday bushfires, which resulted in their local extinction. The release focused on a small patch of high-quality habitat in a peri-urban setting that is quite different to other wild locations where Helmeted Honeyeaters occur. This new site increases the number of wild populations to three.

2 The Critically Endangered Plains-wanderer was rediscovered roaming in Melbourne's west for the first time since 2008. Through the use of 'song meter' recording devices and call recognition software, which uses artificial intelligence to detect the Plains-wanderer's unique vocalisations from the recordings, the bird was detected from one privately-owned and one public property on Melbourne's western outskirts.

3 In September, 100 Endangered Key's Matchstick Grasshoppers made a homecoming to protected grasslands on Taungurung Country, where they haven't been seen in decades. Researchers from Zoos Victoria and the University of Melbourne collected the individuals from a remnant wild population near Tolmie, in east-central Victoria, before playing chauffeur for the 60-kilometre journey to the hopper's new home at Euroa Arboretum. Monitoring in January showed that the adults had bred with 38 hatchlings observed.

4 40 adult and over 3,000 metamorph Baw Baw Frogs from our conservation breeding program at Melbourne Zoo were released at Mt Baw Baw this season. 40 adult frogs were released with radio transmitters to help refine detection dog scent accuracy with detection dogs Kip and Finn successfully detecting wild calling male frogs, as well as the frogs wearing radio transmitters several days after they were released. This field season it was encouraging to hear several male frogs were recorded calling at a release site where the frog has been released previously. As the frogs reach sexual maturity at approximately four-years-old, we can confidently say that all the frogs returning to this site are related to animals from Melbourne Zoo's conservation breeding program

5 Our regular market research confirms that over 80% of Victorian's perceive Zoos Victoria as an organisation which works to save endangered species and rescues and rehabilitates wildlife

6 Melbourne Zoo's amphibian specialists have successfully bred two critically endangered frog species - the Watson's Tree Frog and the Southern Giant Burrowing Frog. This marks the first time these elusive species have been bred in captivity, offering new hope for their survival following severe population declines due to bushfires, drought, habitat loss, and chytrid fungal disease. The breeding success follows three years of dedicated husbandry and research, and strengthens Zoos Victoria's capacity to breed genetically robust frogs for future wild release, supporting long-term recovery efforts.

ANIMALS IN OUR CARE

7 The relocation of the Asian elephant herd from Melbourne Zoo to Werribee Open Range Zoo represents a major step forward in animal welfare at Zoos Victoria. The new, purpose-built habitat offers expansive, naturalistic spaces that encourage natural behaviours and support the elephants' complex social needs. We commenced a three-year research program, a collaborative effort between Corporate and Property teams, to collect data on the elephants' welfare before and after the move, using behavioural and physiological indicators. Over the last year, we have completed more than 400 hours of behavioural data collection in order to build a reliable baseline against which to assess the elephants' response to the move, and associated welfare benefits. This initiative highlights Zoos Victoria's commitment to welfare-driven innovation and will help guide future best practices in animal care.

8 (AWCE) Our Environmental Enrichment Portal is delivering promising outcomes in its first year of use. Developed to improve the efficiency of enrichment safety assessments, the Portal enables Keepers to provide new, enriching opportunities for animals in a timely way. This year, Keepers have contributed to building a database of over 650 Environmental Enrichment Inputs and the Portal has reduced the average time taken for approvals from over 6 months to two weeks. This means it is easier to provide diverse and safe enrichment opportunities for the animals in our care.

9 We welcomed the first successfully mother-raised Southern White Rhinoceros calf born in Victoria in more than 20 years. The Australasian Southern White Rhino Zoo Breeding Program plays a crucial role supporting efforts to conserve wild rhino populations by connecting people with the plight of the species, nurturing genetically diverse groups in protected zoo environments, and increasingly supporting fundraising efforts to conserve the species in their native home.

10 Our staff help to shape approaches to species planning and population management across the region. This year, Zoos Victoria staff co-authored the Regional Species Management Plan for Ungulates and led the development of ZAA Guidelines for considering welfare during animal transfers.

11 Melbourne Zoo has unveiled a new, purpose-built giraffe barn, replacing the 113-year-old facility with a modern space that enhances both animal welfare and staff working conditions. The barn features a spacious, naturalistic habitat, upgraded keeper areas, and improved operational flow. This redevelopment is a win for both giraffes and the team who care for them, reinforcing Zoos Victoria's commitment to excellence in animal care and staff wellbeing.

12 Since September 2024, we have been proactively preparing for the arrival in Australia of the H5N1 strain of Highly Pathogenic Avian Influenza (HPAI H5N1) that has impacted wild and domestic animal species across the globe. Following a huge collaborative effort, we have developed an overarching response plan, which guides mitigation and response activities across all areas of operations and at different levels of disease incursion. The plan, along with a range of supporting materials, will help to ensure that all staff understand their role in protecting Zoos Victoria and the animals we care for.

13 We proudly unveiled two upgraded Koala habitats at Kyabram Fauna Park, transforming our capacity from housing a single Koala to now caring for three. These new enclosures feature innovative, detachable climbing branches mounted on custom bases, allowing for easy replacement and improved biosecurity in the event of illness. The redesigned habitats also enhance guest viewing opportunities and elevate the quality of our personal animal encounters, contributing to both animal welfare and visitor engagement.

14 Zoos Victoria is home to some 5000 individual animals, representing 340 species. Over the last year, 5007 animals have been born or hatched, 852 have been transferred to our Zoos Victoria properties and 5650 have been transferred to other zoos, institutions and/or released to the wild.

15 The Zoos Victoria Veterinary Outreach Program aims to build clinical skills and capacity for wildlife assessment and care in general practice veterinary professionals through a combination of interactive workshops and quick reference materials. Through this program, we also seek to foster supportive professional advice and referral networks and improve welfare outcomes for native wildlife. This year, we have delivered 22 workshops to more than 180 GP vet professionals across Victoria. Positive feedback reports that the Program has been successful in increasing confidence in decision-making and improving welfare outcomes for injured native wildlife.

16 For the first time in Kyabram Fauna Park's 40+ year history, we now have onsite veterinary care through the installation of a new demountable clinic. This advancement allows us to deliver immediate, proactive care to our animals and better positions Kyabram Fauna Park to actively participate in Zoos Victoria's Fighting Extinction programs. With this facility, we're equipped to welcome new species, confident in our ability to provide premium care and veterinary support.

17 The RSPCA Koala Ward at Werribee Open Range Zoo remains a vital lifeline for sick and injured wildlife, with over <insert final figure> animals receiving expert, individualized care from our dedicated specialist veterinary team. This essential service not only saves wildlife, but also empowers a vast network of wildlife carers across western Melbourne to western Victoria, strengthening the region's capacity to protect and rehabilitate native species.

18 To address the Mycobacterium avium disease outbreak in the Critically Endangered Plains-wanderer breeding facility at Werribee Open Range Zoo, the substrate in 18 enclosures was replaced, soil testing was conducted, new quarantine protocols implemented, and a Disease Risk Assessment report completed. These actions aim to protect the current bird population and strengthen our ability to prevent and manage future outbreaks

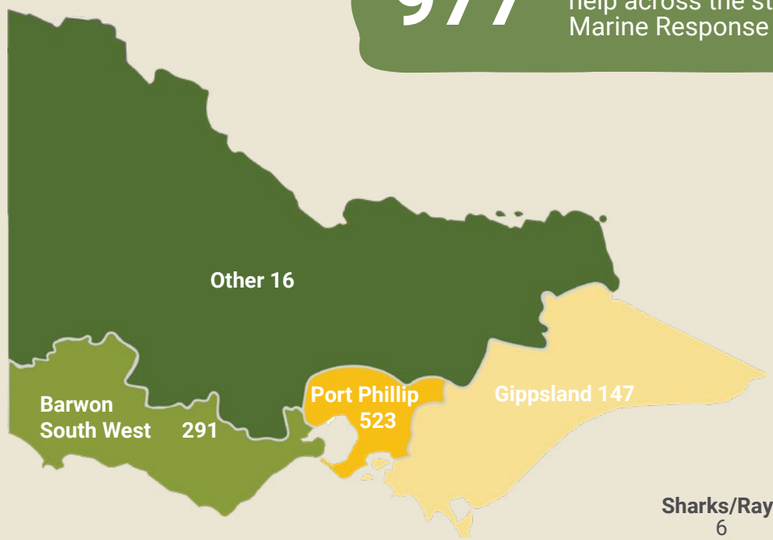




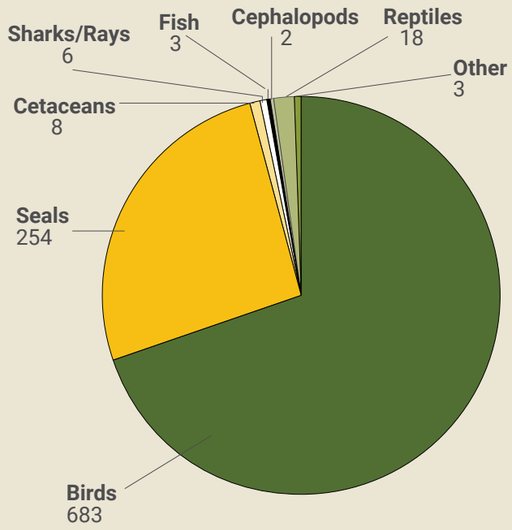
Marine Response Unit



977 cases in 2024-25 of marine life needing help across the state addressed by the Marine Response Unit.



Cases by animal



The Marine Response Unit helps coordinate a wildlife response network of formal agencies and volunteers in coordinated responses and wildlife transport to help drive positive animal welfare outcomes.

Intervention Outcomes

Outcome	Count
Assessed and no further response required / animal has freed itself	35
Treated animal in-situ and immediate release	48
Release after a period of rehabilitation	104
Unable to be caught / could not be found	77
Euthanised on welfare grounds	319
Died during response or whilst under care	104
Unsure of final welfare outcome for animal/ transported into care	12
Collected for Necropsy or Samples Taken	6
Total	**705**

Monitoring Outcomes

Outcome	Count
After assessment no further response required	28
No Further Sightings	56
Returned to Habitat / No Longer at Location	94
Passed Away	35
Could Not be Found	6
Animal has Freed Itself	6
Total	**225**

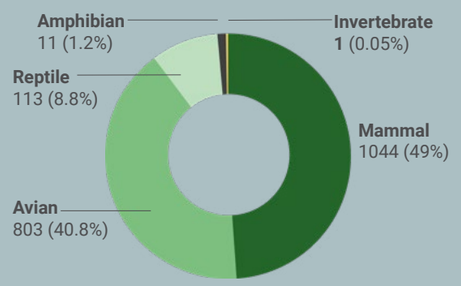
Emergency Wildlife Response

Zoos Victoria is part of the Wildlife Emergency Response Network in Victoria. We work alongside the Victorian Government and other partners to respond to the needs of wildlife and deliver high-quality, evidence-based care. Our evolving emergency welfare approach is set to transform response capacity, ensuring more wildlife receive immediate support during increasingly frequent climate-driven events.

Australian Wildlife Health Centre

1972 wildlife cases seen by our veterinary professionals.

Cases by animal



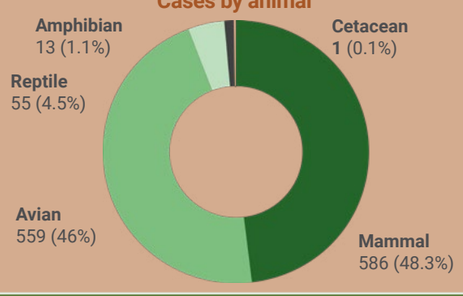
Welfare Outcomes

Outcome	Count
Died in care, euthanasia	996
DOA	180
Donation to wildlife carer or facility	475
Release to Wild	253
Loan Return to DEECA	25
Still in care	22
Added To Main Institution	20
Disappeared	1

RSPCA Koala Ward Werribee Open Range Zoo

1134 wildlife cases seen by our veterinary professionals.

Cases by animal



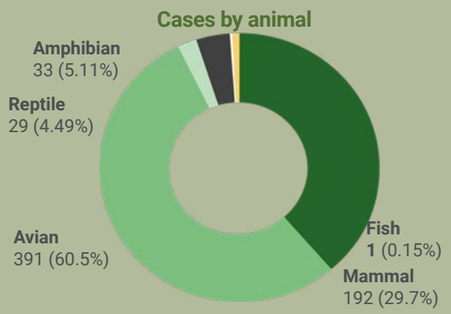
Welfare Outcomes

Outcome	Count
DOA, died in care, euthanasia	748
Donation to wildlife carer or facility	214
Release to Wild	198
Still in care	36
Transferred to another Zoos Victoria property	18

RSPCA Wildlife Ward, Melbourne Zoo

646 wildlife cases seen by our veterinary professionals.

Cases by animal



Welfare Outcomes

Outcome	Count
DOA, died in care, euthanasia	442
Donation to wildlife carer or facility	20
Release To Wild	156
Still in Care	2
Added to main institution	3
Transferred to another Zoos Victoria property	23

ANIMAL WELFARE REVIEW COMMITTEE REPORT

Committee Members

- Dr Sally Sherwen, Chair, Director of Wildlife Conservation and Science, Zoos Victoria
- Associate Professor Geoffrey Wescott, School of Life and Environmental Sciences, Deakin University
- Professor Graham Mitchell, Chief Scientist, Foursight Associates
- Dr Hannah Larsen, Global Animal Welfare Adviser, World Animal Protection
- Ian Sumpter, General Manager, Dandenong Market (previously Education and Community Outreach, RSPCA Victoria)
- Mhairi Roberts, Policy and Advocacy Manager, RSPCA Victoria

2024-25 WELFARE REVIEW

Ensuring the highest standards of animal welfare is central to Zoos Victoria's mission. Our Code of Animal Welfare and Ethics guides strategic and operational activities across all levels of the organisation. An independent committee of experts, the Animal Welfare Review Committee, reviews and provides advice on animal welfare and any associated incidents. The following report outlines the committee's activities and reflections for 2024–25.

In 2024-25 there were four instances that required investigation:

Werribee Open Range Zoo

- Zoos Victoria's program for Plains-wanderers includes routine health assessment. This requires birds to be placed in transfer boxes and moved from their habitats to the RSPCA Koala Ward at Werribee Open Range Zoo where veterinarians complete an examination. Rubber mats are fixed to the floor of the boxes to prevent the birds from slipping. One bird manage to find its way under the mat which had likely lifted. This caused leg injuries. Treatment occurred, however an infection occurred that led to euthanasia of the bird. Protocols for the Health Assessment process for Plains-wanderers have been amended.

- The savannah exhibit at Werribee Open Range Zoo has fencing that is constructed from strands of high tensile wire. During the morning round, keepers found one of the Giraffe with its head stuck in one of the wire strands. One of the Giraffe's ossicones (horn-like structure) had become entangled in the wire. The Giraffe's head was about one metre above ground, the Giraffe may have been feeding on vegetation at ground level. The vets were alerted and keepers cut the wire to free the Giraffe. The Giraffe appeared stunned, unsteady and fell, lying on his side. Vets provided treatment, including oxygen. The Giraffe was encourage to sit up, and then stood and appeared steady. Monitoring of the Giraffe occurred throughout the day. The Giraffe made a full recovery. Recommendations were made relating to high tensile wires and vegetation management.

Healesville Sanctuary

- Healesville Sanctuary features several large habitats that house multiple species of birds. Birds may be transferred between habitats to enable breeding, for transfer to other zoos or to enable maintenance works. A group of Rose-crowned Pigeon were moved to a new habitat for short-term housing. They were provided with a single food bowl, with food remaining in the bowl at the end of the day. The leftover food suggested that all birds were receiving adequate food. The birds were moved to their permanent habitat and the next day one dove was found dead. This bird had lost a significant amount of weight, and its suspected that one of the other doves may have chased it away from the food bowl.

- Several Wonga Pigeon were moved from the habitat known as the Flooded Forest to the RACV Aviary. In the RACV aviary food is provided in an enclosed area known as the food trap. If there is a need to capture birds, they can be secured in the food trap by closing doors on the structure. The food trap had recently been modified and the door at ground level was closed. Wonga Pigeon forage for their food on the ground. Six days after being moved into the RACV Aviary one pigeon was found sitting on the ground near the food trap. The bird was transferred to the Australian Wildlife Health Centre where vets found that the bird had lost 35% of its body weight. Vets provided treatment, however the bird died the following day.

For both the Rose-crowned Fruit-dove and Wonga Pigeon recommendations were made regarding protocols when transferring animals between habitats, including monitoring of animals.

1 of 3,040 Critically Endangered Baw Baw Frogs from Melbourne Zoo's conservation breeding program released at Mt Baw Baw.



Living with Wildlife

· Create memorable moments that connect people to conservation and help them take action for wildlife

· Advocate for the conservation and welfare of wildlife and share our expertise to support others

· Explore new conservation pathways that improve people's relationships with wildlife in their daily lives

PROFOUND EXPERIENCES

1 Melbourne Zoo continues to shine as one of Australia's premier tourist destinations, earning a suite of prestigious accolades that reflect its commitment to excellence in visitor experience and conservation leadership. Recent recognitions include:

· Best Major Tourist Attraction in Victoria for both 2023 and 2024

· Silver at the National Tourism Awards for Best Major Tourist Attraction in 2024

· 2nd Best Zoo in the World by Travel & Leisure Magazine in 2025

These awards affirm Melbourne Zoo's global reputation and its role as a leader in tourism with conservation at the heart of its operations.

2 We have created a Zoos Victoria "sonic brand" – a jaunty five-note melody that is unexpectedly interrupted with the croak of the Endangered Baw Baw Frog. The audio logo - used across advertisements, social media and at our zoo properties - speaks to our fighting extinction purpose, with the Baw Baw Frog representing all animals who's sounds we never wish to fall silent.

3 The former Elephant Trail at Melbourne Zoo was rethemed to focus on native invertebrates and butterflies. The team planted over 40 species of plants found in and around Melbourne that are key food sources for caterpillars, butterflies and bees, with the intent to attract native species to make their home at the zoo. Whimsy and delight was provided with a new interactive digital wall at Melbourne Zoo's Forest of Wonder. The Butterfly House received an upgrade in time for the 40th anniversary. All works were completed in-house in a collaborative effort, which increased trust, pride and morale amongst the teams involved (Horticulture, Invertebrates, Assets, Visitor Experience, Wildlife, Conservation & Science).

ENHANCE WELLBEING THROUGH CONNECTION WITH NATURE

4 We achieved remarkable publicity in all forms of media celebrating the move of nine Asian elephants from Melbourne Zoo to their incredible new home at Werribee Open Range Zoo. For this story we had 330 individual media stories, 1,750 through syndication and a potential audience reach (nationally and internationally) of almost 20 million people.



Southern white rhinoceros crash including its newest member Jabulani.

5 In September 2024, Zoos Victoria, in partnership with Publications Agency, Heads & Tales (Hardie Grant Media), was awarded the Custom Publication of the Year Award at the Mumbrella Publish Awards Night in Sydney, for member magazine, Zoo News. Zoo News was originally created by the Friends of the Zoo Volunteer program in the 1980's and has grown and evolved into an engaging and inspiring magazine for the 357,000+ members, telling the incredible stories of our conservation work, community engagement, animals and sustainability achievements.

6 Zoos Victoria, with our Youth Advisory Committee, are empowering the next generation of wildlife advocates. This year we grew opportunities for young people through targeted youth conservation events over the school holidays, and supported youth leaders to develop their skills and experience at key events including Cat Lovers Show, National Science Week at Parliament House and Port Phillip Eco Centre Sustainability Festival. We invested in 32 Youth Conservation Leaders who collaborated with Threatened Species staff, First Nations knowledge holders, and conservation experts to develop community engagement strategies for Leadbeater's Possum conservation at Haining Farm in the Don Valley.

EMPOWER AND SUPPORT COMMUNITY WILDLIFE RESPONSE

7 Our partnership with the International Elephant Project is generating critically important information on Asian Elephants in the buffer zone of Gunung Leuser National Park in Central North Sumatra. So far, our partners have located two large groups of Asian elephants, each with multiple calves. Negotiations are underway to allow them to also work inside the National Park and expand monitoring patrols.

8 Collaboration and knowledge sharing between the herpetofauna staff at Melbourne Zoo and our sister zoo Port Moresby Nature Park has led to the world-first breeding of the tiny Yule Island Tree Frog, native to south-west Papua New Guinea. This significant milestone is part of a multi-year initiative to build Nature Park staff skills and their ability to respond to the inevitable arrival of the Amphibian Chytrid Fungus in Papua New Guinea, which is the world's last large landmass to be affected by this disease.

9 Zoos Victoria's Training and Consultancy, in partnership with City of Boroondara, hosted a Fruit Netting Summit for 20 local councils and government agencies. Our staff provided training about wildlife welfare, community behaviour change and communication. The day was a huge success, with every organisation in the room committing to ongoing action to reduce the impact that household fruit netting is having on local wildlife.

10 Through the Fighting Extinction Schools program we engaged 150,816 students in onsite programs, 12,433 students in digital programs, and 565 teachers in professional learning. We continued to build the Fighting Extinction Schools community and nurture the next conservation advocates and leaders, with 97 schools using the learning resources and support of zoo educators to embed a conservation action project in their school curriculum, and more than 400 students attended and shared their projects at the Fighting Extinction Schools Showcase at Melbourne Zoo.

11 This year our Totes for Wildlife community conservation campaign connected our community with the Victorian Grassland Earless Dragon, one of the 27 threatened species Zoos Working to secure a future for. 20,290 Totes for Wildlife bags have been sold, helping to fund surveys and monitoring of the rediscovered dragons in the wild. The program also helps our community learn more about the dragon, with baseline surveys showing that only 11% of visitors could correctly identify the dragon.

12 During the endangered Bogong Moth migration period (September to December 2024), the community submitted 1,956 moth sightings to Zoos Victoria's Moth Tracker. A record breaking 1,089 of those sightings were verified as Bogong Moths. The Bogong Moth is an important food source for the Critically Endangered Mountain Pygmy-possum and citizen science data from Moth Tracker contribute to helping scientists understand more about the migration of Bogong moths.

13 Zoos Victoria's Coffee for Wildlife conservation campaign helps people understand the link between coffee production and its impact on wildlife, while providing a wildlife-friendly coffee product people can purchase to support farmers, protect forests and save wildlife. This year 9,091 bags of Coffee for Wildlife were sold, providing a sustainable income to farmers, and conservation grants built capacity in our coffee partners and supported outcomes including increased wildlife monitoring of coffee gardens in Papua New Guinea, training for coffee farmers on biodiversity and ecosystem function to improve coffee quality in Ethiopia and organic certification in Sumatra.

14 The community conservation campaign Safe Cat, Safe Wildlife was the focus of a threatened species education outreach program with Royal Botanic Gardens in the Casey Region of Melbourne. Ten schools in the region learnt more about Pookila, one of Zoos Victoria's priority threatened species, and explored how they can keep their pet cat safe at home, along with keeping Pookila safe.

15 We completed the first of a 3-year partnerships with eight global organisations working on the frontline of wildlife conservation. This included a new partnership with WildLandscapes East Africa, supporting the reintroduction of Eastern Black Rhinos to Uganda after an absence of more than 40 years. Their work also includes a 50% expansion of Uganda's Southern White Rhino population. The project is located in Kidepo Valley National Park in Northern Uganda and delivers priority objectives in Uganda's Rhino Management and Conservation Strategy.

16 Our Training and Consultancy team grew the wildlife-friendly capacity of over 2,500 professionals through a series of keynote presentations, face-to-face workshops and consultancy sessions. Clients included the Australian Tourism Export Council, Phillip Island Nature Park, Sovereign Hill, University of Melbourne and the Bunurong Land Council.



Komodo Dragon at Melbourne Zoo's Keeper Kids

Creating special places

- **Continuously improve and care for our amazing spaces**
- **Create an environment where everyone is welcome and included**
- **Delight and inspire our customers through exceptional experiences**

CAPITAL DEVELOPMENT PLAN

1 The largest project in Zoos Victoria's history, the Werribee Open Range Zoo Expansion Project, was completed in December 2024. New future proofing infrastructure, the Waterhole trail and the world leading Elephant Trail enabled the herd of nine Asian Elephants to make their historic journey from Melbourne Zoo to their new 21-hectare habitat designed for their welfare featuring expansive landscapes, mud wallows, and two mega pools.

2 At Zoos Victoria, we gratefully received the largest ever philanthropic gift to Healesville Sanctuary for the Ausltralian Wildlife Health Centre Intensive Care Unit upgrade from long-time committed supporters the Wood foundation. We also received the largest living gift into the Zoos Victoria Endowment fund of $2.5 million from anonymous donors, inspired by our work in access, inclusion and education.

3 We welcomed our first ever Komodo Dragon to a purpose-built habitat in Melbourne Zoo's Keeper Kids. Design, theming and works were completed with the incredible skills of Life Science staff. This space is the only place in the world where you can see both the rarest little dragon and the world's largest dragon in the same room.

4 We undertook a transformative wetland restoration project at Kyabram Fauna Park, removing fencing and noxious trees to open up scenic views from within the park. This initiative has been a resounding success with guests, offering a tranquil and immersive nature experience that highlights the beauty of our local ecosystems.

5 Collaborative planning across departments led to the transformation of Healesville Sanctuary's Pavilion Café into the vibrant new Banksia Grove Café. The upgraded dwell space and food offering has enhanced the visitor experience. A newly added deck adjacent to the Banksia nature play area has expanded the precinct, creating a more welcoming and functional space for both casual dining and hosted events.

6 We successfully received and delivered a grant from Phase 4 of the More Trees for a Cooler Greener West Program. This project saw 5,000 new native trees planted at Werribee Open Range Zoo in priority areas, with the purpose to increase tree canopy, shade and shelter availability and wildlife corridors for animals and visitors.

7 Our two Creek Play locations at Healesville Sanctuary had an upgrade and were themed with the Wurundjeri Seasons of Poorneet and Eok/Iok. This included a new paddling pool and beautiful bullrush water play elements.

8 The first phase of Future Sanctuary planning began with successful consultation workshops with the Wurundjeri Woi Wurrung Cultural Heritage Aboriginal Corporation. We sought advice and permission for the inclusion of the Wurundjeri concept of Layers of Country in our Future Sanctuary planning.

9 Healesville Sanctuary's Wurundjeri Walk was improved with new interpretive signage. A striking artwork by Lewis Wandin-Bursill now features on the Information Booth.

10 We revitalised Healesville Sanctuary's Animals of the Night area with new lightbox signage that brings the stories of our nocturnal species to life. These displays enhance the visitor understanding of Australia's unique night-time wildlife.

CUSTOMER FOCUS

11 In 2024-25, we continued daily tracking of our Net Promoter Score (NPS) through daily visitor surveying. We averaged scores of 73 at Healesville Sanctuary, 62 at Melbourne Zoo and 67 at Werribee Open Range Zoo. Over 32% of respondents say they came so their child can see something new or to do something different. These scores, from over 28,000 responses , tell us that our customers love their time at the zoo, are happy to share their experience with friends and family and are positive promoters for our experience out in the community. We continue to overlay the feedback from our visitors with online reviews to continually improve our operations and final product.

12 As part of our commitment to creating welcoming and sustainable environments, we've revitalized the area in front of the Reptile House at Kyabram Fauna Park into a lush green space. Supported by new sprinkler systems and thoughtfully designed seating areas, this transformation offers families a relaxing place to enjoy soft lawns and shaded rest zones, enriching the overall park experience.

13 The implementation of a roving buggy service at Healesville Sanctuary in October 2024 transported around 2,000 passengers between October 2024 and April 2025. The service began as an initiative for the Senior's Festival in October 2024, aimed at assisting our older visitors to access more areas of the Sanctuary, and continued to be a successful value add to the Sanctuary experience .

14 By partnering with Melbourne Airport as an Access and Inclusion Partner, we've been able to enhance the Safari experience for the deaf and hard of hearing community. Through this partnership the Werribee Open Range Zoo Safari experience is now available in Auslan to the general public. This was supported by four weeks of advertising at the airport in March 2025, promoting the Werribee Open Range Zoo Safari Adventure in Auslan. The video content was visible on loop at the arrival screens of all terminals in addition to multiple touchdown screens at Terminal 4.

15 We have added a variety of features on our website to make it more welcoming for our Culturally and Linguistically Diverse (CALD) community, including linking social media advertisements to translated pages on our website to adding the capability to also use Alipay, WeChat pay, and JCB Payments.

16 To ensure we keep improving our digital customer journeys, we have implemented a new Salesforce Customer Relationship Management system which enables multiple automated engagement pathways with our members, visitors, donors and other key stakeholders.

17 We updated our Zoos Victoria website to create a smoother ticketing journey while also integrating new payment features including Apple Pay, Google Pay, and AMEX.

18 To provide a playful and instructive guide for our visitors, we have developed interactive multilingual digital maps, which include translations into over 50 languages.



Wetland restoration project at Kyabram Fauna Park

Thriving Ethical Business

- **Sustainably grow our revenue streams to support the operations of our zoos and meet our conservation goals**

- **Use an evidence-based approach to decision making,innovation and continuous improvement**

- **Minimise our environmental footprint and model best practice**

COMMERCIAL FOCUS

1 The continued support of our visitors and members saw 2.7 million visits to our zoos in 2024-25. This was driven by well-executed and considered school holiday activations appealing to our core family demographic. These fantastic visitation numbers are an incredible result when cost of living is a concern to Victorian families and spend on leisure activities is down. Our 2.7million visitors have contributed towards an increase in on-site spend and our conservation impact through our storytelling and interpretation at our properties.

2 Our zoos continue to be major Australian tourist attractions, and we are seeing year-on year growth in our overseas visitors. We have seen a return of international tourists most notably from the USA, the UK, New Zealand, China and India. We are now at 86% of pre-pandemic visitation. Year-on-year we have seen an increase of 13% for our international visitors with our total tourism revenue up by 1%. As International visits to our zoos continue to trend upwards, we are focused on working to secure key incentive groups. We had 8,500 Amway delegates from China visit Healesville Sanctuary and Werribee Open Range Zoo in April 2025.

3 We saw more than 340,000 kids visits under our Government supported Kids Visit Free program . We have had a strong focus on delivering fun onsite experiences to appeal to our core family audience. This has been through school holiday programming, nature play, and water play activities across our properties. We have had the Bluey live show at Melbourne Zoo keeping little zoo visitors mesmerized over March and April. These fantastic visitation numbers have helped contribute to onsite spend and community conservation action at our zoos.

4 Our retail outlet, Village Trader at Werribee Open Range Zoo, is regularly exceeding its own records with daily retail sales. After creating a new layout that utilises the valuable real estate in the shop to create a better customer flow, is making fantastic sales with our increased visitation. Keeping the stock up and on the shelves has become a whole new challenge!
We feel proud that the sales in the Village Trader contribute to both the Visitor Experience and contributes commercially to Zoos Victoria.

5 The Waterhole Café launched at Werribee Open Range Zoo to cater to increased visitor demand and enhance the food and beverage offer .The $1.5 million investment provided a brand new facility for visitors to stop and enjoy the wonderful Elephant Trail precinct.

6 Melbourne Zoo's Bluey activation was a standout success, driving a 28% increase in attendance compared to the same period last year and helping exceed March budget targets. Retail and catering also saw record-breaking sales, highlighting the activation's broad appeal. Beyond the numbers, the experience provided a valuable platform to engage visitors with our community conservation campaign, Coffee for Wildlife, connecting fun with purpose.

7 Developed and delivered the Sanctuary After Hours product, an all-new evening experience at Healesville Sanctuary designed to attract new audiences and extend visitation beyond regular hours. This initiative not only diversified our visitor experience but also supported increased revenue opportunities while showcasing the Sanctuary in a different light.

8 Healesville Sanctuary's food offering was reimagined across all outlets, delivering improved guest experience and strong financial results. The conversion to self-service at Harvest Café, paired with seasonal menu updates and expanded indoor and courtyard seating, helped reduce wait times and exceed the Spend Per Head target achieving $6.23 compared to last year's $5.94. The Brolga Room also saw major upgrades, with refreshed menus and the launch of new packages for conferences, private functions, and weddings, supported by upgraded AV capabilities.

CONTINUOUS IMPROVEMENT

9 We worked with Mosaic Insights to review and better understand how the animal species housed at Zoos Victoria can support our conservation goals. The project confirmed that Zoos Victoria's approach to species selection, which requires that species can contribute to on-ground conservation outcomes through multiple pathways, is robust and innovative. Fruitful areas for further research proposed by the review will inform continual improvement in this area.

10 We have established an internal AI Interest group to ensure that Zoos Victoria effectively and safely engages with this technology to continually improve our internal systems and visitor services.



Kids playing at Bluey Activation



Clean Up Australia Day

SUSTAINABLE OPERATIONS

11 We continue to be certified carbon neutral to the Climate Active standard, with an emissions reduction of 70% since becoming carbon neutral in 2013. The reduction is from resource efficiency, waste management, organics composting and being powered by 100% renewable energy. Our residual carbon is negated through offsets that support biodiversity, community development with high social benefits. For example, we purchase carbon credits from the Jawoyn Fire 2 project, supporting First Nations peoples to care for their Country using cultural and fire management techniques.

12 We continue to be internationally certified ISO14001:2015 for our Environmental Management System. This certification ensures we are continuously improving upon our environmental performance while protecting the natural environment. We have been certified to the standard since July 2012.

13 Our Environmental, Social and Governance (ESG) procurement framework guides our standards and procurement processes. This year, the Wood Standard supported the sustainable development of Werribee Open Range Zoo's expansion for the Asian elephants. At Healesville Sanctuary, ESG helped to evaluate and select suppliers of food products as part of shifting our catering in-house. At Melbourne Zoo, our Seafood Standard ensured our seafood purchases were sustainable. At Kyabram Fauna Park, ESG criteria and Single-use Plastics Policy was used to select a beverage contractor.

14 With a focus on sustainability, the Membership program introduced several innovative initiatives including the launch of the digital version of Zoo News magazine, increased utilisation of digital membership cards, and a pioneering initiative—recycling expired membership cards into commercial flooring.

15 We have initiated a staff uniform recycling program at Melbourne Zoo, in 2024-25 we recycled 1125.7 kilograms of combined uniforms and boots.

16 A Business Case valued at ~$16m was developed and approved for the replacing of the existing diesel prime mover safari fleet with a new electric powered safari fleet at Werribee Open Range Zoo. The new units will have the same look and design configuration, however the prime mover units will be driven by an electric bus chassis. An EOI was released and assessed in 2024, and a select Request for Tender process will commence in June 2025. The first prototype unit is expected to be commissioned in the second quarter of the 25/26 FY.

17 Zoos Victoria has entered a three-year partnership with VicReturn. We will be asking our members and visitors to recycle a can or bottle in the right bin to support the conservation of Victorian frogs.

** Our detailed emissions can be found at https://www.climateactive.org.au/buy-climate-active/certified-members/zoos-victoria Further information detailing FRD 24E Reporting of Environmental Data by Government Entities on page 32-33.*

Reporting of Environmental Data

Zoos Victoria is committed to environmental sustainability in its operations. Sustainability and greenhouse gas emissions reduction form core parts of the Zoos Victoria's corporate strategy. At Zoos Victoria, we believe humans are the greatest hope for wildlife. We see this every day – in the dedication of our staff, the curiosity of our visitors, the support of our members, and the recovery of species once thought beyond help. We also take seriously our responsibility to act on what the science tells us: limiting global warming to 1.5°C is critical to protecting life on Earth. Zoos Victoria supports the Victorian public sector in adopting new technology that reduces emissions and delivers environmental sustainability.

ENVIRONMENTAL MANAGEMENT SYSTEM

Zoos Victoria's Environmental Management System (EMS) is a structured approach to managing environmental impacts and improving environmental performance. It is based on the national standard AS/NZS ISO 14001:2015: Environmental Management Systems and provides a framework for Zoos Victoria to improve its environmental sustainability. Zoos Victoria has been certified ISO14001 since 2012.

The EMS objectives through its environmental policy include:

- Avoid the catastrophic consequences of climate change by maintaining Carbon Neutrality and reducing greenhouse gas emissions towards Net Zero Emissions.
- Protect the environment by preventing pollution.
- Protect our heritage values.
- Use our precious resources (such as water and materials) and energy efficiently.
- Reduce waste to landfill, promote resource recovery and circular economy.
- Incorporate Environment, Social and Governance in our procurement processes; and
- Build positive gains for the environment especially for wildlife and biodiversity.

The EMS was last audited in 2024 and was reported to have no significant findings. Zoos Victoria has established and maintained procedures to conform with AS/NZS ISO 14001:2015 which included:

- Identifying the environmental aspects of its activities and operations
- Defining and documenting roles and responsibilities to facilitate effective environmental management
- Identifying training needs and establishing a training program to equip personnel with environmental management knowledge
- Monitoring and measuring the key operations and activities that can have a significant impact on the environment
- Establishing and maintaining procedures for defining responsibility and authority for handling non-conformance in relation to environmental management
- Having regular and documented management review over the EMS to ensure its continuing sustainability and effectiveness.

REPORTING BOUNDARY FOR ENVIRONMENTAL DATA

All the operations and activities of Zoos Victoria are included within the organisational boundary for this reporting period. An Operation Control approach was used to calculate the carbon emissions from our 4 zoos:

- Melbourne Zoo
- Werribee Open Range Zoo
- Healesville Sanctuary
- Kyabram Fauna Park

CLIMATE-RELATED RISK DISCLOSURE STATEMENT

Climate change is threatening the ongoing existence of the diverse wildlife that shares our planet. As a zoo-based conservation organisation, it is our duty and purpose to urgently tackle the threats from climate change, through our own actions, those of our community and in our vast and varied work for wildlife. We continue to partner with experts in rescue and response to prepare for natural disasters to help wildlife affected by extreme weather events such as bushfires.

Zoos Victoria is a leading conservation organisation and has been certified carbon neutral since financial year 2011-12 under the Australian Climate Active certification. This achievement has led us to be the world's first zoo organisation to be certified carbon neutral. We have now reduced our carbon emissions by 70% since becoming carbon neutral. Our climate change action aims to:

- communicate the impact of climate change on the natural environment
- demonstrate responsible management of emissions and mitigating those emissions
- maintaining carbon neutrality while transition to net zero emissions and improving overall environmental performance over time.

CLIMATE-RELATED RISK GOVERNANCE

Zoos Victoria's Board leads its risk management framework with the Audit and Risk Committee overseeing climate and environment related risk. The Risk and Audit Committee provides independent assurance that Zoos Victoria's risk and control environment is operating effectively and efficiently. Zoos Victoria's certified ISO14001 Environmental Management System (EMS) actively monitors and manages environmental and climate related risk through controls and procedures.

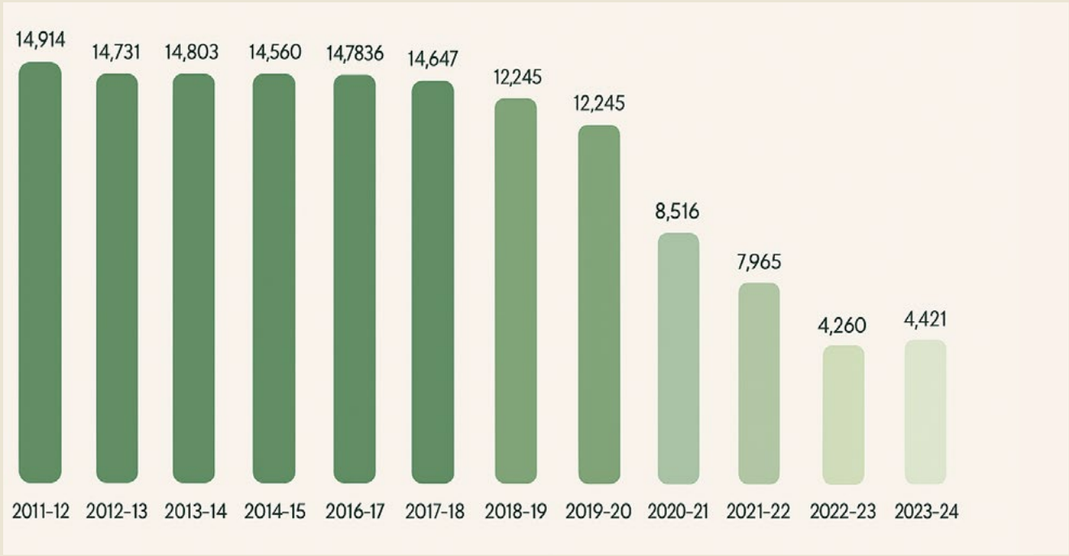
GREENHOUSE GAS EMISSIONS

Zoos Victoria is a certified Carbon Neutral organisation under the Climate Active Carbon Neutral certification since FY12. The carbon emissions indicated in the table below has been independently verified with carbon accounting principles based on GHG Protocol – Corporate Standard (WBCSD and WRI, 2004) and international standards, including the AS ISO 14064 and ISO 14040 series. Zoos Victoria yearly Public Disclosure Statements are available here: Zoos Victoria | Climate Active

The complete carbon inventory is submitted every year in October resulting in verified carbon emissions disclosure up to FY24 for this report.

- Key initiatives for carbon reduction includes:
- 100% renewable energy from 2021 onwards,
- a waste minimisation program,
- resource efficiency and an Environmental, Social and Governance Procurement program.

In FY2023-24 we have reduced our carbon emissions by 70% from baseline year in FY2011-12.



Total Emissions before offsets - tC02e

ELECTRICITY PRODUCTION AND CONSUMPTION

Electricity (100% renewable) consumption has increased by 3.8 per cent since the 2023-24 reporting period. This is due to greater reliance for electricity in new and upgraded equipment for HVAC and increased activities.

Zoos Victoria also has a number of energy efficiency and production initiatives such as:

- 681kW on-site solar PV with a capacity of generate approximately 890 MWh of electricity per year. Generation fluctuates depending on weather conditions.
- Purchasing 100% renewable energy for Healesville Sanctuary through the Crowlands Wind Farm via a power purchase agreement.
- Purchasing 100% GreenPower for the balance of electricity used at Melbourne Zoo, Werribee Open Range Zoo and Kyabram Fauna Park.
- Energy efficient lighting such as LEDs
- Switching to efficient electric appliances, e.g. heat pump hot water systems, VSD pumps, fridges, etc.
- Real time electricity monitoring to track consumption, conduct energy balances, uncover excessive consumption and analyse power quality.
- Monthly consumption tracking through a resource and carbon accounting software.

Total electricity use has also been monitored and reported to our property Green Teams and also to management teams on a monthly basis to help track and understand electricity consumption for efficiency and reduction opportunities.

STATIONARY FUEL USE

Sources of emissions from stationary fuel include natural gas and LPG used in buildings and enclosures for heating systems and diesel backup generators for critical facilities.

Key initiatives in this area include electrification of heating equipment such as heat pump hot water systems, gas use monitoring for optimal use and staff programs on temperature settings. The new Elephant Precinct at Werribee is power by 100% renewable electricity.

TRANSPORTATION

Zoos Victoria is in line with the Victorian Government's commitment to accelerating the transition to 100 per cent zero emissions vehicles. While fuel consumption has increased due to increased activities and need, we have started the transition to EVs. Examples include changing over Werribee Open Range Zoo's buggy to electric and started the procurement of an EV Safari bus and developing a business case for the whole bus fleet to EVs. We also have implemented EV chargers for staff at Healesville.

TOTAL ENERGY USE

Total energy used by Zoos Victoria is predominantly for animal life support and environmental controls, water treatment and general maintenance. Energy use is highly dependent on weather conditions. With new developments for enhanced visitor experience and conservation, our total energy has increased by 6.6%. With the use of 100% renewable energy from electricity, the percentage of energy from renewables is 74.8%. Zoos Victoria is developing future projects on electrification of equipment to increase renewable energy use and reduction of greenhouse gasses.

SUSTAINABLE BUILDINGS AND INFRASTRUCTURE

Zoos Victoria's new 21-hectare Elephant precinct has been completed at Werribee some sustainability highlights include:

- 97.17% of all construction waste to be recycled.
- Zoos Victoria's Ethical & Sustainable Procurement of Wood Products Standards used to procure timber decking from 2,530 lm recycled spotted gum and ironbark from a demolition project. All other wood products were sourced from verified sustainable or reclaimed sources with no wood was sourced from native forest.

SUSTAINABLE PROCUREMENT

Zoos Victoria has an Environmental Social Governance (ESG) procurement framework with developed product standards and procurement processes that support our vision and alignment with the Sustainable Development Goals. That means caring for the environment, supporting people and communities, and making ethical, well-governed decisions. This Environmental Social Governance (ESG) framework helps us make choices that reduce harm and create positive impact for wildlife, people and the Earth. It guides everything from the energy we use and the materials we buy, to how we support human rights, care for animals and remain transparent and accountable in the way we work. Policies and standards we have completed include:

- Single-use Plastics policy
- Palm Oil policy
- Seafood standard
- Wood product standard

Other standards and policies will be developed as required to guide us for sustainable inputs into our organisation. We also have procurement processes from business case development to evaluation, which includes sustainability considerations as a mandatory requirement.

Our ESG procurement includes and considers the Victorian Social Procurement Framework.

WATER CONSUMPTION

Water is essential for animal husbandry and for supporting biodiversity in our zoos. Water consumption varies with local weather conditions. To minimise the use of potable (tap) water, we use as much recycled as possible. We treat and produce Class A recycled water through Melbourne Zoo's Water Treatment Plant (73,085KL) and use recycled water from the Western Treatment Plant at Werribee Open Range Zoo (33,500KL). Some water saving and efficiency practices include:

- Melbourne Zoo's Water Treatment Plant is capable of treating and recycling 100ML of water per year only limited by availability of stormwater and wastewater. The treated Class A recycled water is recirculated into the zoo for enclosure cleaning, water bodies and irrigation.
- Melbourne's ground water, subsurface and canopy water dynamics were tracked through hydrological monitoring system
- Melbourne's irrigation control system managed the efficient use of water
- Werribee's elephant pools were filled with Class A recycled water with filtrations systems used to reduce water changes and improve quality
- Kyabram's Water Park was designed to be water efficient using catchment tanks and treatment systems to recycle water

WASTE AND RECYCLING

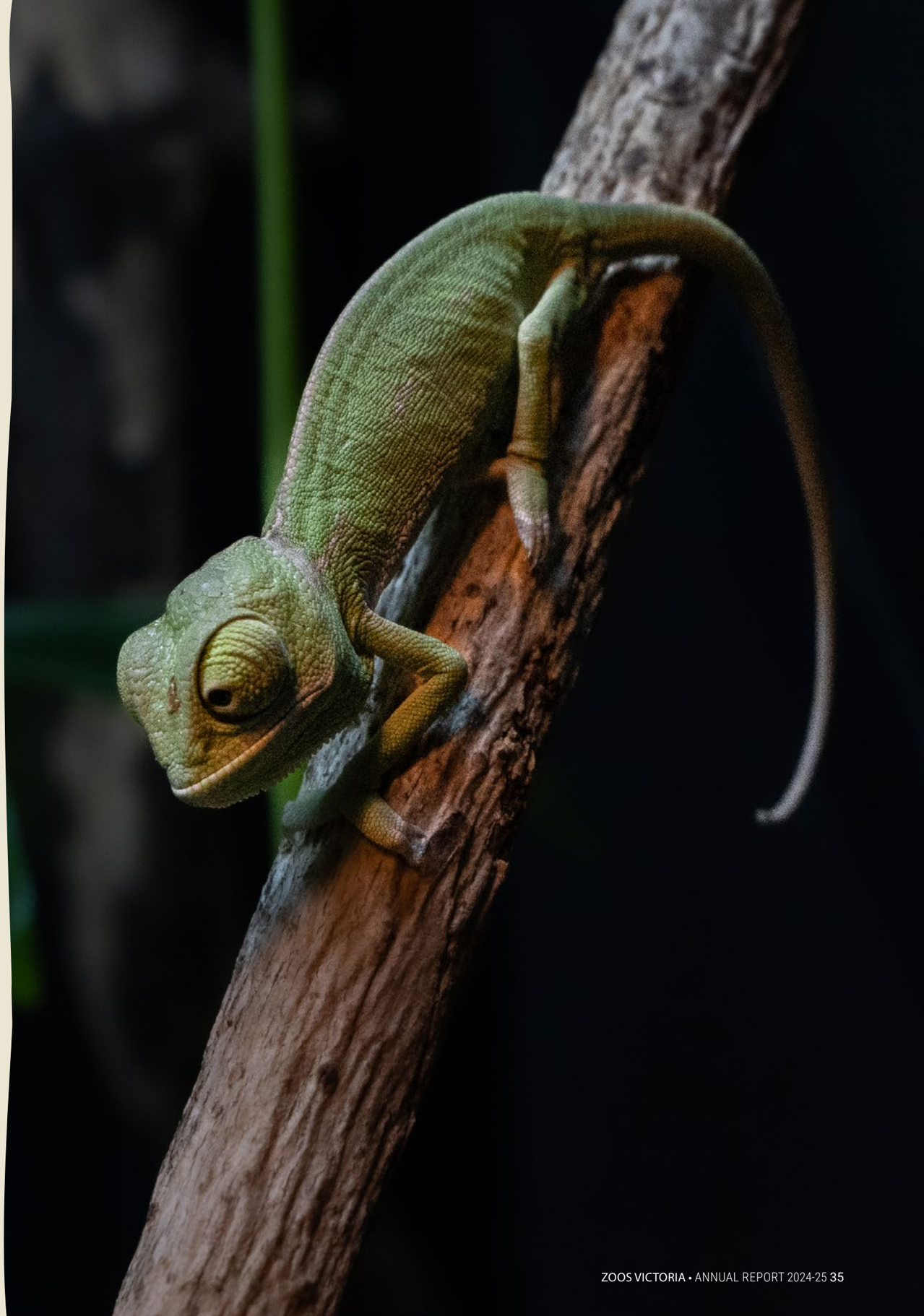
Zoos Victoria's waste management goal is to support circular economy by diverting waste from landfill through reuse, recycling and composting, and manage hazardous materials responsibly. Our diversion rate has decreased due to less recyclables processed. While there was a decrease in recycling, Zoos Victoria continues with its extensive waste recovery program. This includes a commercial size in-vessel composter at Melbourne Zoo. Other initiatives added included recycling of uniforms and the CDS offering with the new beverage contract and partnership with VicReturn. Zoos Victoria's ESG procurement processes also favour and considers take back of packaging waste, minimising waste created etc, reducing overall waste. Other initiatives include digitisation of traditional assets such as maps, member newsletter etc, introduced staff programs such as returnable cups.

To ensure best practice waste management we have a Single-Use Plastics policy and an audit/assessment standard for all our waste receiving sites.

FRD 24 Reporting of Environmental Data by Government Entities

Indicator	Indicator Title	2022-23	2023-24	2024-25	Units	Comments
EL1	Total electricity consumption segmented by source	8,790	9,141	9,493	MWh	
EL1.1	Purchased directly through an electricity retailer	8,070	8,339	8,838	MWh	All purchased electricity is 100% renewable.
EL1.3	Self-generated	720	802	655	MWh	
EL2	On-site electricity generated segmented by usage and source	776	866	655	MWh	
EL2.1.2	Solar PV	720	802	655	MWh	Rooftop and ground mounted solar PV
EL2.2.2	Solar PV	56	56	0	MWh	Renewable energy exported into grid.
EL2.3.2	Solar PV	NA	8	N/A	MWh	Renewable energy used in Off-Grid areas. In 2024-25, this figure is now reported in EL2.1.2
EL3	On-site installed generation capacity segmented by source	1	1	1	MW	From grid connected and off-grid solar PVs.
EL3.2	Solar PV	1	1	1	MW	
EL4	Total electricity offsets segmented by offset type	8,294	8,583	9,084	MWh	
EL4.2	LGC's voluntarily retired on the entity's behalf	1,206	1,314	1,608	MWh	Renewable energy from the Crowlands Windfarm, Victoria
EL4.3.1	GreenPower	6,864	7,025	7,230	MWh	
EL4.4	LGC's mandatorily retired	224	244	246	MWh	LGC's conveyed to an entity's retailer for mandatory retirement
F1	Total fuels used in buildings and machinery segmented by fuel type	13,467,792	13,077,310	13,409,656	MJ	
F1.1.1	Natural gas	13,004,648	13,004,648	13,136,851	MJ	
F1.1.2	LPG	463,144	72,662	272,806	MJ	
F2	Greenhouse gas emissions from stationary fuel consumption segmented by fuel type	698.2	674.5	693.5	Tonnes CO2-e	
F2.1	Natural gas	670.1	670.1	676.9	Tonnes CO2-e	
F2.2	LPG	28.1	4.4	16.5	Tonnes CO2-e	
T1	Total energy used in transportation within the entity segmented by fuel type and vehicle category	4,344,564	4,210,335	5,938,946	MJ	Increased vehicle fuel used for back of house diesel and petrol road vehicles. To decrease our reliance on diesel for safari busses, we have started a procurement process for an electric bus fleet. We have also increased our fleet of electric buggies.
T1.1.1.1	Petrol - Road Vehicles	333,427	374,710	471,740	MJ	
T1.1.1.2	Petrol - Non-road vehicles	99,180	181,031	175,439	MJ	
T1.2.1	Diesel - Road Vehicles	2,025	1,225,083	1,129,192	MJ	
T1.2.2	Diesel – Non-Road Vehicles	3,909,932	2,429,511	4,114,081	MJ	
T2	Number and proportion of vehicles in the organisational boundary segmented by engine/fuel type and vehicle category	52	86	87		
T2.1.1.1	Petrol – Road vehicles	9	6	9	qty	
T2.1.2.1	Diesel – Road vehicles	41	50	20	qty	
T2.1.2.2	Diesel - Non-road vehicles	N/A	25	39	qty	
T2.1.3.2	LPG – Non-road vehicles	N/A	N/A	2	qty	
T2.2.2.1	Hybrid extended range - Road vehicles	2	5	2	qty	
T2.3.1.2.6	BEV - Other non-road vehicles	N/A	N/A	15	qty	Transition to electric buggies.
T3	Greenhouse gas emissions from vehicle fleet segmented by fuel type and vehicle category	304.7	294.9	415.899	Tonnes CO2-e	
T3.1	Petrol	29.4	37.6	43.762	Tonnes CO2-e	
T3.2	Diesel	275.3	257.3	369.179	Tonnes CO2-e	
T3.4	LPG	N/A	N/A	2.958	Tonnes CO2-e	Forklifts
T4	Total distance travelled by commercial air travel	140,218	539,020	509,191	Km	
E1	Total energy usage from fuels	17,812,356	17,287,645	19,348,602	MJ	
E1.1	Total energy usage from stationary fuels (F1)	13,467,792	13,077,310	13,409,656	MJ	
E1.2	Total energy usage from transport (T1)	4,344,564	4,210,335	5,938,946	MJ	
E2	Total energy usage from electricity	31,642,728	32,906,262	34,173,445	MJ	
E3	Total energy usage segmented into renewable and non-renewable sources	49,455,085	50,193,907	53,522,047	MJ	
E3.1	Renewable	37,057,884	38,596,814	40,053,162	MJ	
E3.2	Non-Renewable	12,397,201	11,597,093	13,468,886	MJ	
E4	Units of energy used normalised floor area.	1843	1871	1995	MJ/m2	Floor area is estimated using built up areas including offices, workshops, warehouses, restaurants/food outlets, event venues and animal enclosures.
B1	Environmentally sustainable design (ESD) incorporated into newly completed entity-owned buildings.	Yes	Yes	Yes	N/A	Project development through to procurement requires ESG consideration and approvals to ensure ESD considerations are included throughout the procurement process. Zoos Victoria wood standard was used to guide wood procurement for Werribee's new Elephant precinct.
B2	Discuss how new entity leases meet the requirement to preference higher-rated office buildings and those with a Green Lease Schedule	N/A	N/A	N/A	N/A	No new office development.
B3	NABERS Energy ratings of newly completed/occupied entity-owned office buildings and substantial tenancy fit-outs	N/A	N/A	N/A	N/A	No new office development.
B4	Environmental performance ratings of newly completed entity-owned non-office building or infrastructure projects or upgrades with a value over $1 million, where these ratings have been conducted	N/A	N/A	Yes	N/A	See sustainability section on the new Werribee Elephant Precinct.

Indicator	Indicator Title	2022-23	2023-24	2024-25	Units	Comments
W1	Total units of metered water consumed by water source	263,365	307,013	340,353	KL (water)	
W1.1	Potable water consumption (from town water supply)	196,447	202,706	233,768	KL (water)	
W1.4	Metered reused water consumption (eg. Grey or black water)	66,918	104,307	106,585	KL (water)	73,085KL of recycled water processed through Melbourne Zoo's Water Treatment/Recycling Plant and 33,500KL of recycled water used at Werribee Open Range Zoo from the Western Treatment Plant.
W2	Units of metered water consumed normalised by property area.	9.8	11	13	KL/m2	Property area is based on our zoo's area size. Potable water is used for staff, animals, visitors and irrigation where recycled and other sources of water are not available.
WR1	Total units of waste disposed of by disposal method and material type / waste stream	2,921,140	2,646,258	1,994,644	KG	
WR1.1	Landfill (disposal)	596,829	523,796	486,214	KG	Landfill waste has decreased after the cleanout required for the new Werribee Elephant precinct.
WR1.2	Recycling/recovery (disposal)	2,324,311	2,122,462	1,508,430	KG	Less recyclables processed. While there was a decrease in recycling, Zoos Victoria continues with its extensive waste recovery program. This includes a commercial size in-vessel composter at Melbourne Zoo. Other initiatives added included recycling of uniforms and the CDS offering with the new beverage contract and partnership with VicReturn. Zoos Victoria's ESG procurement processes also favour and considers take back of packaging waste, minimising waste created etc, reducing overall waste.
WR3	Total units of waste disposed normalised by Visitors	1.2	1	1	KG/Visitor	Visitor metric is used as it fluctuates and there is the ability to influence change. Zoos Victoria is also a Donation Partner with the Container Deposit Scheme.
WR4	Recycling rate	79.57	80.21	75.62	%	
WR5	Greenhouse gas emissions associated with waste disposal	775.9	681	632.078	Tonnes CO2-e	
G1	Total scope one (direct) greenhouse gas emissions	1351.73^	1,275.90^	1,416.03	Tonnes CO2-e	Zoos Victoria is a certified carbon neutral organisation through the Climate Active certification since 2011-12. Since certification we have reduced our carbon emissions by 70%. For the full carbon inventory please see Public Disclosure Statements on the Climate Active website.
G1.1	GHG emissions from stationary fuel	701.92^	681.49^	693.474	Tonnes CO2-e	
G1.2	GHG emissions from vehicle fleet	304.69^	294.90^	415.899	Tonnes CO2-e	
G1.3	Medical gases	N/A	18.304*	7.147*	Tonnes CO2-e	
G1.4	Fugitive Emissions	345.12^	299.52^	249.478	Tonnes CO2-e	Includes estimated refrigerant losses and on-site composting. ^ Updated in the Climate Active certification.
G2	Total scope two (indirect electricity) greenhouse gas	0	0	0	Tonnes CO2-e	Zoos Victoria is powered by 100% renewable energy.
G3	Total scope three (other indirect) greenhouse gas emissions associated with commercial air travel and waste disposal	2,690.69^	3,145.50^	2,880	Tonnes CO2-e	GHG from air travel and waste equals to 720.198 TCO2e. Estimated emissions figure shown for FY25 includes other scope 3 emissions (e.g. staff commute, animal food, water etc) compliant to the Climate Active certification.





A young platypus rehabilitated at Healesville Sanctuary, successfully released back into the wild at Christmas Creek

Valuing Our People

- **Ensure that our people go home safe and well today and every day**
- **Provide resources, and improve capabilities and facilities to support our people to achieve our purpose**
- **Provide positive and engaging workplaces with opportunities to thrive**
- **Create a diverse workforce where everyone feels welcomed, included and valued**

AMAZING PEOPLE

1 Our employee and volunteer engagement has remained high at 78 per cent for staff and 88 per cent for volunteers. 764 Volunteers across Zoos Victoria donated over 85,631 hours to the organisation which is an incredible contribution That's 11,417 working days! We also saw a 10% decrease in negative behaviours reported in the workplace.

2 Stage 1A and B of the operational facilities and staff amenities masterplan at Werribee Open Range Zoo was delivered on time and on budget. These stages included a new modular building fabricated, delivered and commissioned over two phases. The final building is 830sqm and includes change facilities, all gender amenities, Disability Discrimination Act compliant amenities, reception area, key store, laundry store, small and large meeting rooms, kitchenette and offices for HR/Corporate and the Werribee Open Range Zoo Education team. Large meeting rooms have been designed to accommodate commercial opportunities.

3 The completion of new office spaces at Kyabram Fauna Park marks a significant milestone in enhancing operational efficiency and staff wellbeing. These purpose-built facilities not only provide essential infrastructure for management but have also enabled the repurposing of original office areas to support park operations. This includes the addition of a dedicated First Aid room and expanded storage for Visitor Experience resources. Importantly, the new offices feature a fully equipped meeting room—an amenity we've never had the luxury of onsite at Kyabram Fauna Park, offering a professional space for collaboration and planning.

4 We are proud to have launched a new three-year leadership program "Thrive: Leading Together with Impact". The program was co-designed for Zoos Victoria with renowned university, RMIT for 130 of our leadership team. Thrive is designed to strengthen and align leadership behaviours, create a psychologically safe workplace, foster a culture of positivity and support, as well as create a meaningful, joyous and forward-thinking workplace experience.

5 This year we expanded the Worawa Work Experience Program at Healesville Sanctuary with placements increasing to allow for more students, as well as placements in multiple work groups.

6 For some time we have assumed that the opening of the new Elephant Trail will bring an increase in visitation to Werribee Open Range Zoo. With so many unknowns, creating an operational plan for the increase has been challenging. After opening on March 24th, we have seen record-breaking daily visitation, our busiest being Easter Saturday with 9,200 visitors. Our team were prepared for these peak days and operationalised the plans, re-evaluating and making changes on a daily basis. During this exceptional peak time, all teams delivered an exceptional visitor experience despite the demands of the busy days.

7 This year, we proudly celebrate 40 years of Murrundindi at Healesville Sanctuary. As Wurundjeri Ngurungaeta, Murrundindi has been a powerful cultural leader—sharing stories, language and culture with generations of visitors. His passion for Country and commitment to education have made him a cornerstone of Zoos Victoria's cultural engagement and a beloved presence at the Sanctuary

8 Commenced the implementation of a new HR and Payroll system which will provide improved functionality and efficiencies with all HR and Payroll systems. From HR administration to employee and manager usability, increasing the organisational efficiency for HR processes and efficient integration between systems.

9 Our dedicated Volunteer Coordinator at Melbourne Zoo Shara Canzano, earned her PLV (Professionall Leaders of Volunteers). Under Shara's leadership, volunteers have played a vital role in monitoring animal behaviour, creating enrichment, and enhancing the experience for thousands of visitors. Her commitment to fostering a passionate volunteer community continues to elevate animal welfare and visitor engagement across the zoo.

10 At the end of the 2024-25 financial year, all Healesville Sanctuary staff requiring Q Fever vaccinations are fully covered, and most Healesville Sanctuary staff are up to date with their occupational vaccinations. strengthening our commitment to staff wellbeing.

ACCESS AND INCLUSION

COMPLIANCE WITH THE DISABILITY ACT 2006

The Disability Act 2006 requires Zoos Victoria to prepare a disability action plan and report on its implementation in its annual report. Zoos Victoria's Disability Action Plan aims to reduce barriers for people with a disability to access our services and facilities and promote inclusion and participation in the community. Zoos Victoria strives for universal accessibility in everything we do. Our goal is to provide safe and equitable access for all zoo visitors, staff and volunteers.

11 We remain deeply committed to fostering universal accessibility and breaking down barriers for people with disabilities across the organisation. Guided by a strong sense of drive, accountability, and forward-thinking innovation, the Disability Access and Inclusion Plan 2024-2027 supports inclusion and participation within the Zoos Victoria community and continues to shape our infrastructure to uphold our commitment to being 'Always Inclusive' for our staff, members, visitors and volunteers.

12 Official Launch of the Disability Access and Inclusion Plan – A milestone initiative to continue to drive inclusion and accessibility across all Zoos Victoria properties.

13 Partnered with Amaze – Participation in the two-year A+ Workplace Accessibility Program to improve inclusion for Autistic staff and volunteers through training in creating an Autism friendly workplace. Owner Corporations to discover its behaviour change model - Connect-Understand-Act – to design their own impactful community campaigns. The session achieved a satisfaction rate of 100% and, by the end of the day, the group's overall confidence in using behaviour change tools doubled.

14 Successful review of Disability Confident Recruiter Status for the fourth year– A key validation from the Australian Disability Network, reinforcing Zoos Victoria's commitment to inclusive employment practices.

15 Expanded Auslan Accessibility for Deaf Visitors:

· Werribee's Safari experience now accessible in Auslan via QR codes.

· Dinos at the Zoo activation featured embedded Auslan interpretation.

· Disability Access and Inclusion Plan summary now accessible in Auslan.

16 Two new Deluxe Safari Adventure vehicles at Werribee Open Range Zoo have been designed to accommodate two large wheelchairs at a time, enhancing mobility for all visitors.

17 We became members of the Hidden Disabilities Sunflower Scheme. A dedicated initiative aimed at recognizing and supporting individuals with invisible disabilities. This has included training for staff and volunteers on invisible disabilities, as well as enhancing the visibility of available support.

18 Completion and public access of Access Keys – All four Zoos Victoria properties now feature detailed Access Keys, available online for easy reference. These provide comprehensive access information to assist a diverse range of visitors in planning their experiences at Zoos Victoria.

19 Commenced Communication Access Project with SCOPE – A new initiative to improve communication accessibility for visitors, staff and volunteers.

20 The External Disability Inclusion Advisory Group has met four times this year, providing valuable feedback to help shape future accessibility and inclusion initiatives at Zoos Victoria. Our internal Access and Inclusion Committee also meets monthly, driven by a strong commitment to making our zoos more inclusive for everyone.



(left to right) Natasha Bowness, William (Bill) Bowness AO, Jo Dunbar, Kelly Wyborn, Leonie Boxtel

GENDER EQUALITY ACT 2020

The Commission for Gender Equality in the Public Service approved the Zoos Victoria Gender Equality Action Plan in July 2022. In February 2023 we submitted the Zoos Victoria Gender Equality Action Plan progress report and gender audit to the Gender Equality Commission for review. The Commission is currently checking our plan for compliance and feedback is expected in September 2024.

Major achievements this year include:

• We received feedback for the first time from the Gender Equality Commission on our progress audit which collects and compares our submitted information about workplace gender equality in our organisation and on our progress report which draws on our audit data and other information to demonstrate that our actions are achieving positive change. The Commission acknowledges that in the first years of the Act's operation there will be a transition period for duty holders to fully understand and adequately meet their obligations under the Act. The Commission is focused on education and support to assist duty holders to demonstrate compliance. The result of the Commission's assessment was that our progress audit was assessed as compliant under the Act. Our progress report was compliant for five out of the seven indicators.

• In June we were joined by the Gender Equality Commissioner, Dr Niki Vincent. The Commissioner shared her insights with us since she commenced in the role and following the first round of reporting on our Gender Equality Action Plan. We were also able to ask the Commissioner questions about our most challenging issues for her insights.

• We supported the Active Rainbow Families program which was successfully funded through VicHealth's Growing Healthy Communities grant. The program was designed to support LGBTQIA+ families and young people to build a positive, lifelong relationship with physical activity. Families receive an Activity Passport to track participation in a range of inclusive movement experiences — including visits to nature-based partners like Zoos Victoria.

• We have continued to implement actions from our plan with the support of our incredibly committed Gender Equality Action Plan Working Group and key highlights have included:

• Delivered Be Upstanding training across the organisation. This training was focused on building everyones confidence to address negative behaviours in the workplace.

• We undertook a further voluntary data collection process to improve the data that we capture for existing staff.

• Improved our diverse and inclusive arrangements in our Enterprise Agreements including new leave clauses to cover a broader range of relationships and new leave types.

• Our Gender Equality Action Plan working group was again very active over the reporting period. In addition, we have our Access and Inclusion working group. Collectively these working groups with support from the Senior Executive Team and Executive Sponsors celebrated, raised awareness and helped to educate our staff and volunteers. Various methods were used including Workplace Chats on our Employee Engagement platform, morning teas/ lunches, guest speakers, videos, providing flyers/information/access to resources to name a few. Some of the days and events we supported were White Ribbon Day, Pride Month, Pride March, Reconciliation week, NAIDOC week, International Women's Day, Men's Health Week, IDAHOBIT Day, Wear It Purple Day, International Day of People with a Disability, Dream Day for children with a disability.



Occupational Health and Safety

Zoos Victoria's occupational health and safety vision is to ensure all staff go home healthy and safe every day.

Zoonotic Disease Vaccination Program:
We have an extensive risk based occupational vaccination program that protects staff and animals. This year saw increased focus being given to improving the control effectiveness of this safety program. Actions were identified and committed to, which have resulted in our workers receiving this valuable safety control more easily and as required. Work has also begun to conduct a full review of the program with internal and external stakeholders, health and safety representatives and management. This will result in updated risk assessments, vaccination schedules and requirements for the roles that require them.

Compassion Fatigue Program:
Following the development of a reinvigorated Compassion Fatigue Program, we moved into implementation mode to deliver support to staff in this vital area.
This essential service aims to proactively manage compassion fatigue that occurs predominantly in our Life Sciences staff across Zoos Victoria, and the adverse effects that can occur following events that include: caring for sick animals, animals passing away, transferring animals to other zoos, participating in bush fire response and more. We engaged the expert services of two professionals that deliver a range of compassion fatigue support offerings including
1 on 1 EAP service, team-based Workshops and proactive Focus Groups and Critical Incident Debriefing.

Mental Health Support Model
The Zoos Victoria Mental Health Model implementation has been a key focus area with many planned initiatives being developed and implemented this year. We have upgraded our online incident and hazard reporting software to better capture workplace psychosocial hazards. The data now being collected from these reports has been included in reporting metrics and strategic KPOs. We have also initiated staff training sessions in the areas of Mental Health First Aid & Mental Health for Managers/ Supervisor. There is much more to be done in this space but given the Victorian Regulator has announced that the associated updates to the OHS Regulations is scheduled to come into effect in Dec 2025, we are proud to be ahead of the game in this respect.

Ergonomic Review of Browse Handling
The Ergonomics Subgroup of Zoos Victoria's Browse Task Force has deployed wearable sensors and a holistic risk-management framework to pinpoint and eliminate high-risk browse-collection tasks, and reinforce safe, sustainable practices that protect staff and ensure world-class browse provisioning. Analysis revealed repetitive overhead reaching, sustained back-bending, and seasonal koala-gum peaks as primary musculoskeletal injury risks. Extensive onsite consultation and close partnership with horticulture teams has driven zero lost-time injuries at Melbourne and Healesville and fostered a proactive safety culture – staff applying this new knowledge to other areas within their operation. The focus shifts to finalising Werribee's browse handling risk profile, then on to a test and trial phase to pilot fit-for-purpose equipment and optimised workflows.

Reported Hazards

Year	2024-25	2023-24	2022-23
Hazards	349	437	623
Per 100 FTE	47	60	88

The reporting of hazards is a positive proactive step to identify and reduce the likelihood of injuries before they happen. The total number of hazards and number reported per 100 FTE has decreased this financial year. We will continue to encourage a speak up culture and for staff to report hazards.

Incidents

Year	2024-25	2023-24	2022-23
Incidents	511	457	459
Per 100 FTE	71	62	64

Our commitment to safety is reflected in the consistent and robust reporting of incidents and injuries every year, which is reflected with the 2024-25 financial year seeing a slight increase of incident reporting rates. The reporting of incidents and injuries, regardless of severity, is one key component of an informed safety culture and is a vital tool that we can utilise to identify and mitigate risks.

Lost-time injuries (Standard Claims)

Year	2024-25	2023-24	2022-23
Total LTIs	3	9	4
LTIs per 100 FTE	0.4	1.2	0.5
Mental Injury LTIs	0	0	0
Mental Injury LTIs/100FTE	0	0	0

The total number of LTIs (Standard Claims) for the 2024-25 financial year was significantly lower than previous years which is a fantastic result for Zoos Victoria. Additionally, all of the LTIs seen in the financial year, have either made a full recovery and/or actively involved in the return to work process In the 2024-25 financial year, we had no psychological lost time injuries.

Average Cost per Claim

Year	2024-25	2023-24	2022-23
Average Actual Paid	$7,904	$32,415	$54,894
Average Total Estimate	$25,325	$25,116	$54,171

The average actual paid cost per claim and average total estimated costs for the 2024-25 financial year claims are significantly down when compared to previous years. This is a great news story especially given the previous higher number of LTIs in the 2023-24 financial year.

WorkCover Premium

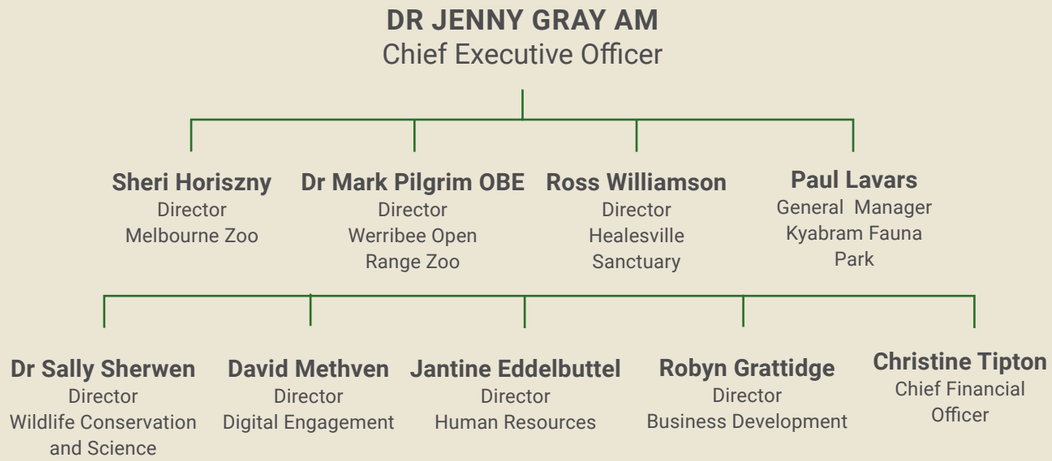
Year	2024-25	2023-24	2022-23
Premium excl. GST	$1,726,145	$1,486,184	$1,345,399

One of the drivers behind the 2024-25 premium increase was the high number of claims and claims costs experienced in the previous 2023-24 year as can be seen in the above reported statistics. However, despite these 9 LTI/claims the primary drivers of the premium increase for 2024-25 was Zoos Victoria's remuneration increase and also an increase in our industry risk rating as amended by WorkSafe Victoria. Pleasingly, the outstanding performance and low LTI/claims experience in 2024-25 now guarantees a sizable decrease in your WorkCover premium for next year in 2025-26.

• NB: given the nature of the WorkCover claims and the premium environment, figures reported in our annual reports are a point in time and accurate as of 30 June of that year.



Organisational chart





Helmeted Honeyeater at Cardinia Creek release. They last occurred in this area over 40 years ago prior to the 1983 Ash Wednesday bushfires.

Our workplace profile

Merit and equity principles are always applied when appointing staff at Zoos Victoria. Applicants are assessed and evaluated fairly and equally, without discrimination, against the key selection criteria and other accountabilities.

	As at 30 June 2025	As at 30 June 2024
Employees (total)	**998**	**974**
Male	330	325
Female	657	647
Self-described	11	2
HEAD COUNT		
Full-time and part-time	**755**	**730**
Male	273	258
Female	479	472
Self-described	3	0
Casual (total)	**243**	**244**
Male	57	67
Female	178	175
Self-described	8	2
Full-time Equivalents (total)	**740**	**719**
Full-time and Part-time	657	630
Casual	83	89
Indigenous Employees (total)	**10**	**8**
Executive (total)	**9**	**9**
Male	3	4
Female	6	5
Senior Managers (total)	**18**	**20**

Key performance indicators

Measure	End June	3-year Target	Met
Working for Wildlife			
Fighting Extinction species with extinction risk reduced or stabilised as a result of conservation actions	66%	100% of FE species	✔
Zoo animal welfare improvement actions implemented or on track	61%	98% actions implemented	✘
Living with Wildlife			
% visitors identify their intent to take action for wildlife in the exit survey	55%	>10% increase over 3 years	✔
People that believe, "Zoos Victoria is an organisation which works to save endangered animals"	87%	>85% of people	✔
Professionals trained through consultancy, teacher programs, outreach, etc.	30%	10% increase professionals trained per annum	✔
Victorian schools that have acted for wildlife in the past five years *(note: 2025 new schools only)*	9	20 new schools per annum	✔
Creating Special Places			
Visitor intention to promote Zoos Victoria through delivery of great day every day	65%	>70% Net Promoter Score (NPS)	✘
Expenditure on capital and repairs and maintenance as a % of annual depreciation	129%	110%	✔
Thriving Ethical Business			
Total visitors to Zoos Victoria properties	2,670,276	>3,000,000 vistors per annum	✘
Active Zoos Victoria members	352,089	>400,000 members	✘
Operating income excluding government grants	$82.6M	$141.8 million	✘
Commercial and other income	$27.1M	$35 million	✘
Tied funding secured for conservation		$5 million	✔
Operating expenditure	$101.3M	$148.8million	✔
Reduction from 2022/23 emissions inventory	15%	9% reduction in emissions	✔
Valuing Our People			
Lost Time Injury (LTI) standard claims	3	<4 LTI per annum	✔
Psychosocial hazards reported in ZV Safe assessed and controlled	100%	>90% hazards	✔
Staff that report favourable cultural safety in monthly survey	86.7%	90% staff	✘
Reduction in negative behaviours experienced, reported in People Matters survey	10.4%	>10% reduction per annum	✔

Admission charges

	Kyabram Fauna Park	Melbourne Zoo, Werribee Open Range Zoo, Healesville Sanctuary	
Price / Category	**2024-25**	**2024-25**	**2023-24**
Adult (16 years and over)	$30	$53	$46
Child (aged 4-15)	$15	$26.50	$23
Child (aged 4-15) on weekends, Victorian public holidays and Victorian school holidays.	FREE	FREE	FREE
Seniors (10% discount, rounded)	$27	$48	$41.50
A child under 16 years old with a physical or intellectual disability	N/A	$5	$5
Carer or Teacher's Aide (accompanying the person with a disability)	FREE	FREE	FREE
Full-time student on presentation of proof of full-time enrolment in secondary school or post-secondary educational institution	$22.50	$40	$34.50
Eligible recipient or eligible beneficiary within the meaning of the *State Concessions Act 1986* on presentation of a current pensioner or Health Care Card issued by the Commonwealth Government	$22.50	$40	$34.50
Family (a group of 2 adults and 2 children)	$75	$132.5	$115


HAMADRYAS BABOONS

Financial summary

					($ thousand)
	2024-25	**2023-24**	**2022-23**	**2021-22**	**2020-21**
Recurrent					
Revenue Zoo Activities	92,915	88,343	74,466	48,371	39,301
Government and Other Grants[1]	34,541	35,353	65,568	41,409	32,037
Other grants, income and sponsorship	18,529	18,969	18,730	25,432	20,621
Total Income[2]	**145,985**	**142,665**	**158,764**	**115,212**	**91,959**
Total Depreciation	(15,329)	(14,371)	(14,532)	(14,796)	(12,611)
Total Operating Expenses[2]	(137,399)	(128,141)	(122,169)	(108,262)	(91,076)
Total Expenses[3]	**(152,728)**	**(142,512)**	**(136,701)**	**(123,058)**	**(103,687)**
Net Result from transactions	**(6,743)**	**153**	**22,063**	**(7,846)**	**(11,728)**
Other economic flows[4]	**1,160**	**316**	**(522)**	**2,156**	**720**
Net Result for the period	**(5,583)**	**469**	**21,541**	**(5,690)**	**(11,008)**
Assets, Liabilities and Equity					
Total Assets	535,961	543,032	521,975	483,705	445,200
Total Liabilities	(46,447)	(44,696)	(38,008)	(36,328)	(30,271)
Total Equity	489,514	498,336	483,967	447,377	414,929
Capital Contributions for[5]					
Expanding Werribee Open Range Zoo	2,812		25,875	17,595	7,676
Kyabram Fauna Park			1,800	3,000	
Wildlife Hospital		2,800			

1 The Parks and Reserves Trust Account funding is a rate levied on metropolitan properties under the provisions of the Water Industry Act 1994 and is provided for the purposes of conservation, recreation, leisure and tourism within the metropolitan area.

2 Total Income and operating expenses reflects the receipts of funds or payment of expenses as they are incurred during the year.

3 Total expenses are comprise of high fixed costs linked to the care of animals and assets of Zoos Victoria.

4 Other economic flows consist of revaluation of long service leave liability due to changes in bond rates and net gain or loss on disposal of physical assets.

5 Capital Contribution by State Government and is treated as Equity.

MAJOR CHANGES OR FACTORS AFFECTING PERFORMANCE

There were no major factors affecting Zoos Victoria's performance during 2024-25.

SUBSEQUENT EVENTS

There were no material matters subsequent to the financial report being finalised that would significantly affect finances.

SIGNIFICANT CHANGES IN THE FINANCIAL POSITION DURING THE YEAR

There were no significant changes that require disclosure in the financial position during the year.

DETAILS OF CONSULTANCIES (VALUED AT $10,000 OR GREATER)

In 2024-25 there was no consultancy where the total fees payable to the consultants were $10,000 or greater.

Consultant	**Purpose of consultancy**	**Start date**	**End date**	**Total approved project fee (excl.GST)**	**Expenditure 2024-25 (excl. GST)**	**Future expenditure (excl. GST)**
SMC Strategies	Consultancy work	04/10/24	01/04/25	$135,000	$135,000	Nil
Nous Group	Consultancy work	14/05/25	31/07/25	$247,048	$148,229	$98,819

DETAILS OF CONSULTANCIES UNDER $10,000

In 2024-25 there were no consultancies engaged during the year, where the total fees payable to the individual consultancies was less than $10,000.

INFORMATION AND COMMUNICATION TECHNOLOGY EXPENDITURE

For the 2024-25 reporting period, Zoos Victoria had a total ICT expenditure of $5,585,000 with the details shown below.

All Business as usual operational ICT Expenditure	***Non-Business as usual ICT expenditure related to projects to create or enhance ICT capabilities***		
	Total ICT expenditure	***Operational expenditure***	***Capital expenditure***
5,585	756	0	756

DISCLOSURE OF MAJOR CONTRACTS

No contracts over $10 million were entered into during the reporting period.

Details of major contracts				
	2024-25		**2023-24**	
Details	**Number**	**Value ($Million)**	**Number**	**Value ($Million)**
Contract commenced	-	-	-	-
Contract completed	-	-	-	-



Moon Jellyfish at Melbourne Zoo's Wild Sea

Board attendance

BOARD ATTENDANCE 1 JULY 2024 TO 30 JUNE 2025

Member	No. of meetings eligible	No. of meetings attended	Date appointed
Rebecca McKenzie	6	6	1/7/18
Tony Hallam	6	6	1/7/21
Dr Jennifer Beer	6	6	1/7/21
Prof Brendan Wintle	6	5	10/8/21
Hon Marsha Thomson	6	6	1/7/23
Dr Teresa De Fazio OAM (MAICD)	6	5	1/7/23
Marg Allan PSM	6	5	1/7/23
Dr Chloe Buiting	6	6	1/7/23
Erin Lightfoot	6	6	1/7/23

Board profiles

AS AT 30 JUNE 2025



REBECCA MCKENZIE (CHAIR)

Rebecca McKenzie is an accomplished public sector leader with a successful career at executive level in Australia, UK and the Republic of Ireland. Rebecca joined the Zoos Victoria Board in July 2018 and has been Chair since July 2021. She is also a Member of the Board's Development and Growth Advisory Committee. In addition to her Board roles Rebecca is the CEO of the City of Glen Eira and has held CEO and executive roles across local and state government, and in the higher education sector. Rebecca is passionate about creating resilient communities with a sense of pride of place. A values-based leader who invests in her people, Rebecca builds strong relationships at all levels, and acts as a mentor and coach for emerging leaders. Rebecca's qualifications include a Bachelor of Arts, Masters of Science and she is a graduate of the Australian Institute of Company Directors.



TONY HALLAM (DEPUTY CHAIR)

Tony Hallam is a Chartered Accountant, whose career has included management and leadership positions over 20 years at PwC, including nine years as a Partner. He moved into the sports and major event industry in 2005 and has held senior executive positions within golf, football (FFA), and cricket, as well as his Chair and Board positions with Melbourne Stadiums Limited (Etihad now Marvel Stadium), Melbourne Boomers WNBL Club, and Yarra Bend Golf group of companies. He was one of the Founding Shareholders and Executive Chairman of Confirmations Asia Pacific that represented Confirmation.com (2013-2019) with offices in Australia, Singapore, and Hong Kong. He has also been a Board Director at the Brotherhood of St Laurence.



DR JENNIFER BEER

Jennifer is a proud Indigenous woman from Western Australia who started her career as a veterinary surgeon and national representative for Volleyball, and has since held executive roles across multiple sectors including strategy, digital and agile transformation, and customer experience. Jennifer has a passion for working with communities to design and enable improved access to services through technology. Most recently, Jennifer leads the 1800RESPECT national telephone and online counselling service on behalf of the Commonwealth. Jennifer's qualifications include a Bachelor of Veterinary Medicine and Surgery, Masters of Business Administration, and she is a certified Health Informatician (CHIA) and graduate of the Australian Institute of Company Directors. Jennifer is a member of the Indigenous Advisory Group for the Dilin Duwa Centre for Indigenous Business Leadership, and enjoys volunteering her time as a surf lifesaver.



DR TERESA DE FAZIO OAM

Dr Teresa De Fazio has extensive experience in inclusive leadership development, strategy and governance, as well as an academic in the field of education and educational leadership. She is the Director of Intersect Global Partners working with government, industry and community to lead and support a range of inclusion and equity practices. Apart from being a Board member of Zoos Victoria, she is the Chair of the Adult Community and Further Education Board. She served two terms as a Commissioner of the Victorian Multicultural Commission. In the Australia Day Honours 2021, she was awarded the Medal of the Order of Australia (OAM) for her services to tertiary education. Among other roles, she is a freelance writer and journalist, Melbourne Victory Football Club Ambassador, Asian Football Cup Ambassador, Love of Languages Ambassador. She is the Victorian Editor of the Order of Australia Association. She continues to work closely with community and refugee organisations and is as passionate about the protection of wildlife as she is about contributing to a just and thriving society.



THE HON MARSHA THOMSON

The Hon Marsha Thomson is a former Member of the Victorian Parliament and a former State Minister. She has held the portfolios of Minister for Consumer Affairs, Small Business and Information Communications and Technology. (First woman to hold the ICT portfolio in Australia). She has served in the Legislative Council and as the Member for Footscray. Inner Inaugural speech to Parliament Marsha said: "Government is responsible for providing social cohesion where everyone feels they have place within".

Marsha has also worked as an economic forecaster for IBIS research services and in project management for the State Transport Authority. Before retiring from Parliament in 2018 She was Special Adviser to Premier Daniel Andrews in the areas of Trade and Innovation. She was a board member of National Ageing Research Centre Centre 2019 - 2022.



PROF BRENDAN WINTLE

Brendan Wintle is Professor of Conservation Science at the University of Melbourne, where he teaches Applied Ecology and Global Environmental Change. He undertakes research to support decision making and policy development for biodiversity conservation. For six years to the end of 2021, he was the Director of the Commonwealth Government funded Threatened Species Recovery Hub (NESP TSR) and was recently an ARC Future Fellow and Theme Leader in the ARC Centre of Excellence for Environmental Decisions. His research tackles technical developments including species distribution and population modelling to inform conservation spending, management, and monitoring. He serves on the board of Zoos Victoria and was this year nominated a fellow of the Royal Society of Victoria.



MARG ALLAN PSM

Marg Allan has public sector experience, having worked at executive levels in state and local government, largely in central Victoria. Her background includes specialist knowledge of governance, strategy, people leadership and stakeholder relationships. She is passionate about seeing communities thrive and supporting natural healthy environments.

Marg has extensive Board experience including on the Dhelkunya Dja Land Management Board, and former Chair of the Kyabram Fauna Park Committee of Management. She is currently a member of the Victorian Local Government Grants Commission. She joined the Zoos Victoria Board in 2023.

Marg's qualifications include a Bachelor of Business, Graduate Diploma of Public Policy, Master of Public Policy and Governance and she is a graduate of the Australian Institute of Company Directors.



DR CHLOE BUITING

Dr Chloe Buiting is a veterinarian and wildlife conservationist, as well as the Director of Outreach at Loop Abroad, a veterinary conservation-based study abroad organisation, facilitating educational programs for students. She is also a conservation consultant and Board Member for Fauna and Flora International, an international conservation organisation working to protect threatened species and habitats. She is presently a member of the Board's Science Advisory Committee. She has completed a Bachelor of Science and Doctor of Veterinary Medicine, both at the University of Melbourne, followed by additional training in large animals in Africa, as well as the Foundations of Directorship course through the Australian Institute of Company Directors.



ERIN LIGHTFOOT

Erin Lightfoot is an experienced chief executive officer and board director, with a long standing and varied career across the private and public sectors of tourism, events, marketing, and advertising industries. Ms Lightfoot is General Manager of HERO and was formerly Chief Executive Officer of Magnum Opus Partners, as well as of Victorian Tourism and Events Industry Council. She is presently a non-executive director of GenConsolidated Holdings and Vice-Chair of Cultural Attractions Australia; an organisation showcasing experiences that offer a distinctive lens on Australia's culture and life. Ms Lightfoot holds a Bachelor of Business, Tourism and Information Systems and qualifications through the Australian Institute of Company Directors.

Board committees

Zoos Victoria Board Committees	Board Members	Zoos Victoria Management	Independent Members
People, Culture and Safety	Dr Jennifer Beer (Chair) Dr Teresa De Fazio OAM (MAICD) Marg Allan PSM	CEO Director HR Property Directors Workplace Health and Safety Manager	Loren Murray
Development and Growth Committee	Tony Hallam (Chair) Rebecca McKenzie Hon Marsha Thomson	CEO CFO Director Business Development Director Digital Engagement	Natasha Bowness Andrew Vizard Elina Wilson
Visitor and Commercial Experiences Advisory Committee	Hon Marsha Thomson (Chair) Dr Teresa De Fazio OAM (MAICD) Erin Lightfoot	CEO Director Business Development,	Heath McDonald Stacey Wang
Audit, Finance, Risk Management and Compliance	Marg Allan PSM (Chair) Tony Hallam Dr Jennifer Beer Hon Marsha Thomson	CEO CFO Senior Manager Governance & Risk	William Whitford PSM Tracey Costello
Science Advisory Committee	Prof Brendan Wintle (Chair) Tony Hallam Dr Jennifer Beer Dr Chloe Buiting	CEO Director WCS Senior Research Manager, WCS GM, Animal Welfare and Conservation Ethics, WCS GM Community Conservation and Learning, WCS GM, Threatened Species, WCS Senior Social Science Research Manager, WCS	Dr Bidda Jones AM Dr Jack Pascoe Prof John Woinarski Fern Hames Dr Kim Borg Dr Jordan Hampton Madison Miller

The purpose of the People, Culture and Safety Committee is to provide advice on people-related policies, frameworks, and strategies to improve workforce effectiveness, health and safety and wellbeing of employees and volunteers, industrial relations and executive remuneration.

The Development and Growth Committee's purpose is to provide advice and oversight of the assessment, quality, and impact of development and growth plans and activities for Zoos Victoria in order to support the Board's decision making.

The Visitor and Commercial Experience Advisory Committee's purpose is to provide advice and oversight of the visitor and commercial engagement plans for Zoos Victoria.

The Audit, Finance, Risk and Compliance Committee's purpose is to assist the Board in carrying out its duties regarding financial reporting and governance, risk management and compliance.

The Science Advisory Committee's purpose is to provide scientific advice and oversight of the assessment, quality, and impact of strategic plans and activities relating to wildlife conservation (both social and biological) and animal health and welfare for Zoos Victoria.



Governance
and other disclosures

AUDIT FINANCE, RISK MANAGEMENT AND COMPLIANCE COMMITTEE

The committee assists the Board in fulfilling its responsibilities concerning financial reporting, audit activities, accounting and reporting practices, and risk management and governance.

Names	Position	Period	No. of meetings attended to no. of meeting held
Marg Allan - Chair	Board Member	01/07/2024 to 30/06/2025	4/5
Tony Hallam	Board Member	01/07/2024 to 30/06/2025	5/5
Jennifer Beer	Board Member	01/07/2024 to 30/06/2025	4/5
Marsha Thomson	Board Member	01/07/2024 to 30/06/2025	3/5
Bill Whitford	Member	01/07/2024 to 30/06/2025	3/5
Tracey Costello	Member	01/07/2024 to 30/06/2025	4/5

All Audit Finance, Risk Management and Compliance Committee are independent members.

The main responsibilities of the Audit and Risk Management and Compliance Committee are to:

- Review the quality of statutory financial reporting and support the Board in making informed decisions regarding accounting practices and disclosure
- Review the quality of management financial reporting and support the Board in making informed decisions regarding corporate and business plans and forecasting
- Review the financial management of the Board
- Review the effectiveness of internal controls and financial risk management procedures
- Review the appointment, scope, findings and independence of the internal and external audits
- Monitor regulatory, legal and internal control compliance
- Review and assist the development of strategies for key financial areas

ZOOS MANAGEMENT IN ATTENDANCE, BUT NOT MEMBERS OF THE COMMITTEE:

Dr Jenny Gray
Chief Executive Officer

Dr Sally Sherwen
Acting Chief Executive Officer
(01/07/24 to 03/01/25)

Mark Lucas
Chief Financial Officer
(01/07/24 to 16/03/25)

Christine Tipton
Chief Financial Officer
(17/03/25 to 30/06/25)

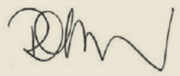
Lawrence Tai
Senior Manager
Governance and Risk

INTERNAL AUDITORS:

RSM Australia

FINANCIAL MANAGEMENT COMPLIANCE ATTESTATION STATEMENT

I, Rebecca McKenzie, on behalf of the Responsible Body, certify that Zoos Victoria has no Material Compliance Deficiencies with respect to the applicable Standing Directions of the Minister for Finance under the *Financial Management Act 1994* and Instructions.



COMPLIANCE WITH THE BUILDING ACT 1993

The Zoological Parks and Gardens Board Complies with the *Building Act 1993*.

The Board ensures all works requiring building approval have plans certified, works in progress inspected and Occupancy Permits issued by independent Building Surveyors engaged on a local job-by-job basis. It also ensures plans for these works are lodged with the relevant local council. The Zoological Parks and Gardens Board requires all building practitioners engaged on building works to be registered and maintain registration throughout the course of the works.

MAINTENANCE

Maintenance and improvement works are regularly carried on buildings to ensure they are maintained in a safe and serviceable condition.

CONFORMITY

Work is continuing to ensure all existing buildings conform to standards.

LOCAL JOBS FIRST

The *Local Jobs First Act 2003* introduced in August 2018 brings together the Victorian Industry Participation Policy (VIPP) and Major Project Skills Guarantee (MPSG) policy, which were previously administered separately. Departments and Public sector bodies are required to apply the Local Jobs First policy in all projects valued at $3 million or more in metropolitan Melbourne or for statewide projects, or $1 million or more for projects in regional Victoria. MPSG applies to all construction projects valued at $20 million or more. The MPSG guidelines and VIPP guidelines will continue to apply to MPSG applicable and VIPP applicable projects respectively, where contracts have been entered prior to 15 August 2018.

GOVERNMENT ADVERTISING EXPENDITURE

In 2024-25 Zoos Victoria had the following major advertising campaigns (SEM campaign spend has been incorporated into these figures based on campaign allocation). Expenditure in $000 (excluding GST)

DETAILS OF GOVERNMENT ADVERTISING EXPENDITURE (campaigns with a media spend of $100,000 or greater)

2023-24 ($ thousands)								
Name of campaign	Campaign summary	Start/ end date	Advertising (media expenditure excl. GST)	Creative and campaign development expenditure (excl. GST)	Research and evaluation expenditure (excl. GST)	Print and collateral expenditure (excl. GST)	Other campaign expenditure (excl. GST)	Total
Visitation	"Advertising to drive visitation to Zoos Victoria's 4 properties providing updates on key reasons to visit across the year. Included multiple campaigns to promote the move of the elephant herd from Melbourne Zoo to Werribee Open Range Zoo. Included support for events such as ""Wine & Wildlife"" and ""Sunset Safari"". "	01/07/2024 - 30/06/2025	$2,000	$285	$14			$2,299
Membership	Advertising to support acquisition of new Zoos Victoria Members.	01/07/2024 - 30/06/2025	$640	$35	$7			$682
Conservation	"Budget supporting awareness and promoting public action in relation to key Zoos Victoria conservation campaigns. Priorities for 2024-25 included Coffee for Wildlife & citizen science program Moth Tracker."	01/07/2024 - 30/06/2025	$160	$12	$7			$179



FREEDOM OF INFORMATION

The Freedom of Information Act 1982 (Vic) (FOI Act) allows the public a right of access to documents held by Zoos Victoria. The purpose of the Act is to extend as far as possible the right of the community to access information held by government departments, local councils, Ministers and other bodies subject to the Act.

An applicant has a right to apply for access to documents held by a department. This comprises documents both created by Zoos Victoria or supplied to Zoos Victoria by an external organisation or individual, and may also include maps, films, microfiche, photographs, computer printouts, computer discs, tape recordings and videotapes. Information about the type of material produced by Zoos Victoria is available on Zoos Victoria's website under FOI Request Procedures.

The Act allows Zoos Victoria to refuse access, either fully or partially, to certain documents or information. Examples of documents that may not be accessed include cabinet documents; some internal working documents; law enforcement documents; documents covered by legal professional privilege, such as legal advice; personal information about other people; and information provided to Zoos Victoria in-confidence and information that is confidential under another Act.

Under the Act, the FOI processing time for requests received is 30 calendar days. However, when external consultation is required under ss29, 29A, 31, 31A, 33, 34 or 35, a 15-day automatic extension applies. Processing time may also be extended by periods of up to 30 days, in consultation with the applicant. With the applicant's agreement this may occur any number of times. However, obtaining an applicant's agreement for an extension cannot occur after the expiry of the timeframe for deciding a request.

If an applicant is not satisfied by a decision made by Zoos Victoria, under section 49A of the Act, they have the right to seek a review by the Office of the Victorian Information Commissioner (OVIC) within 28 days of receiving a decision letter.

Making a request
FOI requests can be emailed to Zoos Victoria at foi@zoo.org.au preferably using the application form on our website. An application fee of $32.70 applies. The application fee increases each year on 1 July.Access charges may also be payable if the document pool is large and the search for material time consuming.

Access to documents can also be obtained through a written request to Zoos Victoria's Freedom of Information team, as detailed in s17 of the Act.

When making an FOI request, applicants should ensure requests are in writing, clearly identify what types of material/ documents are being sought and be accompanied by the application fee to be a valid request.

Requests for documents in the possession of Zoos Victoria should be addressed to:

Freedom of Information Officer
Zoos Victoria
PO Box 74,
PARKVILLE VIC 3052
Email: foi@zoo.org.au

FOI statistics/timelines

During 2024-25, Zoos Victoria received no application.

Details	Number 2024-25	Number 2023-24
Access granted in part	0	**0**
Matters not finalised	0	0
Total	0	0

Further information

Further information regarding the operation and scope of FOI can be obtained from the Act; regulations made under the Act; and ovic.vic.gov.au

MAJOR EXTERNAL REVIEWS

There were no major external reviews conducted in 2024-25.

COMPETITIVE NEUTRALITY POLICY

Competitive neutrality requires government businesses to ensure where services compete, or potentially compete with the private sector, any advantage arising solely from their government ownership be removed if it is not in the public interest. Government businesses are required to cost and price these services as if they were privately owned. Competitive neutrality policy supports fair competition between public and private businesses and provides government businesses with a tool to enhance decisions on resource allocation. This policy does not override other policy objectives of government and focuses on efficiency in the provision of service.

Zoos Victoria ensures Victoria fulfils its requirements on competitive neutrality reporting as required under the Competition Principles Agreement and Competition and Infrastructure Reform Agreement.

COMPLIANCE WITH PUBLIC INTEREST DISCLOSURES ACT 2012

The Public Interest Disclosure Act 2012(PID Act) encourages and assists people in making disclosures of improper conduct by public officers and public bodies. The Act provides protection to people who make disclosures in accordance with the

Act and establishes a system for the matters disclosed to be investigated and rectifying action to be taken.

Zoos Victoria does not tolerate improper conduct by employees, nor the taking of reprisals against those who come forward to disclose such conduct. It is committed to ensuring transparency and accountability in its administrative and management practices and supports the making of disclosures that reveal corrupt conduct, conduct involving a substantial mismanagement of public resources, or conduct involving a substantial risk to public health and safety or the environment.

Zoos Victoria will take all reasonable steps to protect people who make such disclosures from any detrimental action in reprisal for making the disclosure. It will also afford natural justice to the person who is the subject of the disclosure to the extent it is legally possible.

There have been no disclosures received in 2024-25 for notification to the Independent Broad-based Anti-Corruption Commission in relation to the operation, activities or officers of ZPGB.

Reporting procedures

Zoos Victoria is **not a public body able to receive public interest disclosures** under the PID Act. If you wish to make a public interest disclosure about Zoos Victoria or any of its employees and/or officers, you must contact:

The Independent Broad-based
Anti-Corruption Commission (IBAC):
Level 1, North Tower, 459 Collins Street
Melbourne, VIC 3000
Phone: 1300 735 135
website: www.ibac.vic.gov.au

Email: (see the website above for the secure email disclosure process, which also provides for anonymous disclosures)

For further information, download a copy of Zoos Victoria Making and Handling Public Interest Disclosure Procedures available our website: www.zoo.org.au/about-us/governance-and-policies/.

PECUNIARY INTEREST DISCLOSURES

Board members are required to complete a statement of pecuniary interest including any relevant shareholdings during the year and have done so. Members are also given the opportunity to declare specific interest at the start of each Board meeting.

STATEMENT OF AVAILABILITY OF OTHER INFORMATION

Information relevant to the headings listed in Financial Reporting Direction 22 of the Financial Management Act 1994 is held at Zoos Victoria offices and is available on request, subject to the Freedom of Information Act 1982.

COMPLIANCE WITH DATAVIC ACCESS POLICY

Consistent with DataVic Access Policy issued by the Victorian Government in 2012, Zoos Victoria has not submitted any datasets to DataVic. If in the future relevant datasets become available, these will be provided to DataVic in accordance with the policy.



Disclosure of social procurement activities under the Social Procurement Framework

The Social Procurement Framework governs how the Victorian Government undertakes social procurement.
The framework applies to the procurement of all goods, services and construction undertaken by, or on behalf of, entities subject to the Standing Directions 2018 under the Financial Management Act 1994. The Department leverages its buying power to deliver social, economic and environmental outcomes benefiting the Victorian community, the economy and the environment — above and beyond the goods, services and construction works procured.

Social Procurement Framework

The Department's Social Procurement Strategy prioritises the following Social Procurement objectives:

- Opportunities for Victorian Aboriginal people
- Opportunities for Victorians with disability
- Opportunities for Victorian priority jobseekers
- Sustainable Victorian regions
- Sustainable Victorian social enterprises and Aboriginal business sectors.

PROCUREMENT ACHIEVEMENTS

- Developed and released the Zoos Victoria Supplier Guide on ZV's external website to guide Suppliers through Victorian Government requirements and highlight ZVs Social Procurement Objectives
- Joined Kinaway to seek greater opportunities to invite First Nations and Aboriginal owned businesses to tender with Zoos Victoria
- Engaged 24 social benefit suppliers with a total spend of $543k with certified and social enterprises, Aboriginal businesses, and disability enterprises
- Increased the proportion of suppliers that are Victorian Aboriginal businesses from 0.96 per cent in FY24 to 1.14 per cent in FY25, engaging 15 Aboriginal businesses
- During 2024-25, the Department also implemented several initiatives to support its Social Procurement Strategy which included:
- Focused on social and sustainable evaluation criteria in procurement documentation (e.g. Requests for Tender) to ensure purchases align with the Agency's Social Procurement Strategy
- Attended Aboriginal Business Showcasing, Deadly in Melbourne and Kinaway hosted events to build direct supplier relationships with First Nations organisations
- Provided education and guidance to procurement staff to increase awareness of social procurement, and embed First Nations in the design phase of capital projects wherever possible

FRD 22.5.18 – DISCLOSURE OF EMERGENCY PROCUREMENT

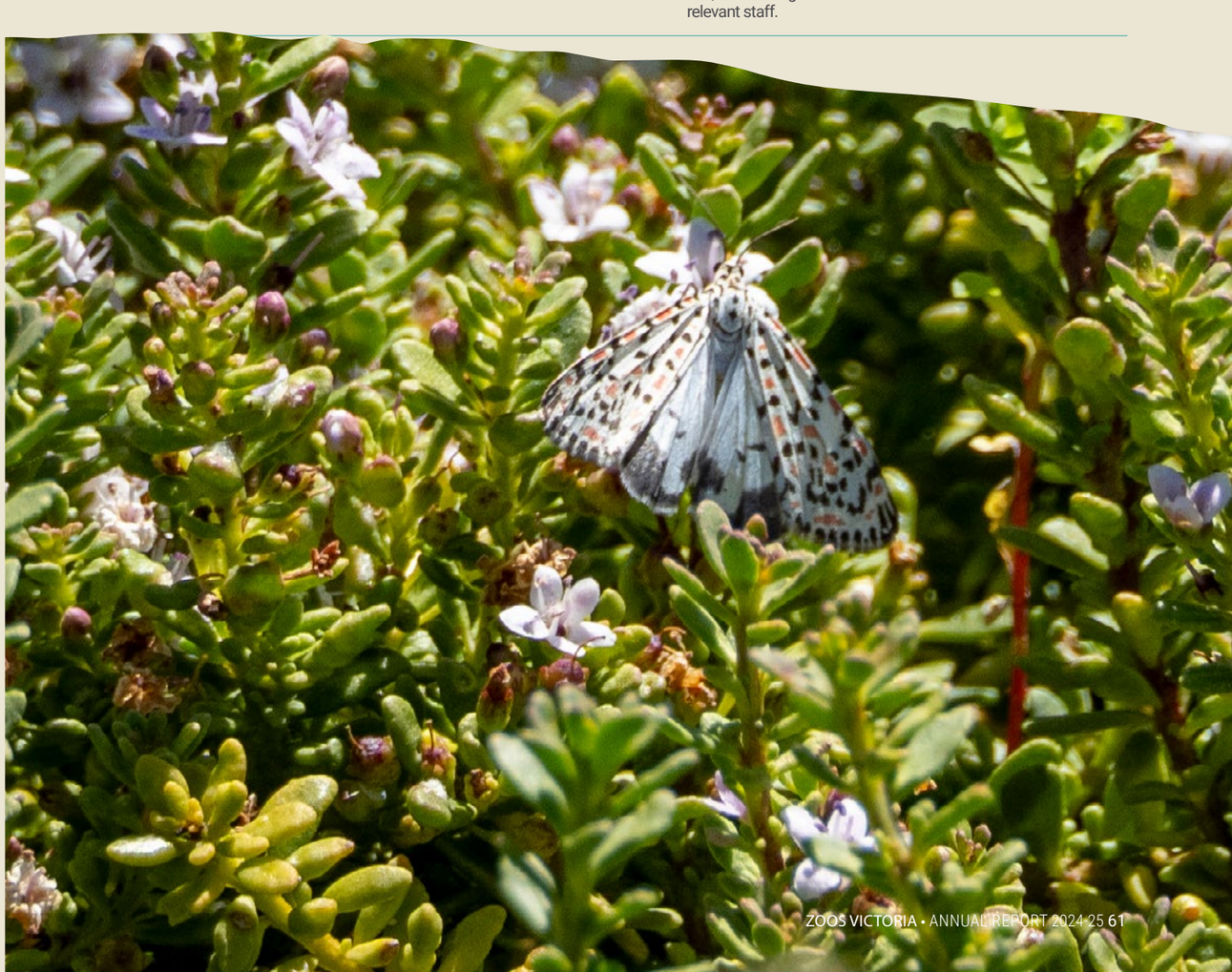
Nil Report.

FRD 22.5.19 – DISCLOSURE OF PROCUREMENT COMPLAINTS

Zoos Victoria received no procurement complaints during the 2024-25 period.

FRD 22.5.20 – REVIEWS AND STUDIES EXPENDITURE

		2024-25		($ thousands)		
Name of the review (portfolio(s) and output(s)/ agency responsible)	Reasons for review/study	Terms of reference/scope	Anticipated outcomes	Estimated cost for the year (excl. GST)	Final cost if completed (excl. GST)	Publicly available (Y/N) and URL
Audiocraft soundscape pilot	Trialling the use of soundscapes to enhance and deliver meaningful nature experiences and raise profile of FE species.	Audiocraft will research and develop a narrative soundscape to enhance the visitor expierience in the World of Frogs habitat at Melbourne Zoo. Soundscape will highlight intrinsic value of frogs, conservation efforts and things visitors can do to support them.	For ZV, this pilot project will be used to enhance understanding of how alternative media can be used to create meaningful nature interactions that increase visitors' connection to nature and motivation to take action to support wildlife	$18,000	N/A	N
Terri Janke and Company	Indigenous Cultural and Intellectual Property (ICIP) Integration and Review: Advancing Zoos Victoria's Practices with ICIP and how we better address with our marketing, communications and working on Country	Includes audit and advice on ZV Marketing and Communications Approaches, assessment of Two-Way Knowledge Sharing Conservation Approach, and ICIP training.	ICIP appropriated considered and incorporated in all aspects of our marketing and communications including on properties, appropriate processes and guidance in place when working on Country and using ICIP, and training for all relevant staff.	$39,392	N/A	N



Our partners and supporters

CORPORATE PARTNERS

Annual Partners

Asahi (Schweppes)
Dental Health Services Victoria
Genovese
icare
IXOM
Melbourne Airport
PETstock
Southern World
Streets, Ben and Jerry's
Vic Return Container Deposit Scheme

In-kind Partners

Active Air
Baby Jogger
City of Greater Geelong
Dyson
4CYTE
Green Valley Grains
Insight Mobile Veterinary Diagnostics
Interpath Global
Jetpets
Mattioli
Melbourne Veterinary Specialist Centre
Reground
Royal Canin
Troy Laboratories
Urbania
Worawa Aboriginal College

ESTATES

Zoos Victoria acknowledges the generosity of those who have given via a gift in their Will.

Estate of April Lorraine Albrecht
Estate of Margaret Mary Bennett
Estate of Oliver Maurice Blumberg
Estate of Kevin Cowell - a sub-fund of the State Trustees Australia Foundation
The HGK Bequest 1 - Equity Trustees Charitable Foundation
Estate of Grace Lynette Kass
Estate Winifred Olive McIsaac
Sambrook-Gething Family Benefaction
Joy Shaw
Estate of William John Stewart
Estate of Frank Van Straten

PHILANTHROPIC PARTNERS

Zoos Victoria acknowledges the generosity of those who give via our Philanthropic Conservation Partners program, including those who give anonymously.

Visionary

Sidney Myer Fund
Wood Foundation
Anonymous (1)

Leader

Bowness Family Foundation
The Dyson Bequest
In Memory of Marjorie Flood
John T Reid Charitable Trusts
Anonymous (2)

Influencer

Meg Bentley
Lisa Cochrane and Scott Hipkins
The Lin Huddleston Charitable Foundation
In Memory of Robert Hurley
Zoo and Aquarium Association Australasia
Anonymous (3)

Hero

Krystyna Campbell-Pretty and Family
Simon and Christina Edelstein
Finkel Foundation
Grollo Ruzzene Foundation
In memory of Dr Audrey Harvey
JMS Foundation
Suzanne Kirkham
Niarachd Foundation
Sunraysia Foundation
Vizard Foundation
In memory of Dr JD Wilson
Anonymous (2)

Champion

Antipodean Endowment Fund – Managed by Be BlueRock Foundation
Jan Bagley and Bruce Herbes
Jay Bethell and Peter Smart
Penny and Clive Blazey AM
Mark and Carol Collins
Robert Grave and Steve McTaggart
Chris Hooley & Alison McAuliffe
Jost and Dorothee Kaiser
Cara Kwok
Land Eco Consulting
Naomi Milgrom Foundation
The Milton Foundation
NAB Foundation
Valerie Newman
Betsy Polasek
Prague Zoo
Standish Family Fund, part of the Australian Communities Foundation
Lady Southey AC
Charles Tegner
Village Cinemas Australia Pty Ltd
Kim Wood
Anonymous (8)

Fighter

Maxine Bowness
Heather, Elizabeth, Katherine Banerd
B M Investments Pty Ltd
Debbie Carruthers
The Cattermole Family
Ross Charnley and Julie Little
Brian Coe and Dave Sharp
Debbie Dadon AM
David & Lone Ford
Alexander Gosling AM and Wirat Sukprem
Margaret Granger
Catherine Gray
Lesley Griffin
Emily Forbes
The Hooper Family
Greg Jeffers, Alicia Vengust and Beau
Melody Ku and Jian An Lim
Alexander & Nicolas Lee
Peter Lemon
Berry Liberman & Danny Almagor
McPhee Charitable Trust
In honour of Helen Anderson Miller
Pimlico Foundation
Janice Pleydell
Nola Schenk
Trusay Pty Ltd
Anonymous (5)

Please visit our supporters page for further information: zoo.org.au/donate/our-supporters/

COMMUNITY PARTNERS

ACD (Australian Children with a Disability)
Amaze
Badger Creek Primary School
Challenge
City of Melbourne
Down Syndrome Association Victoria
Expression Australia
HeartKids
Housing Communities Flemington
Make A Wish
Merri Health
Oonah Aboriginal Health and Community Services
Orygen
Proud@Play
RISE (Refugees, Survivors & Ex-Detainees)
Royal Children's Hospital
Safe Steps
Scope
Starlight Foundation
Urban Camp
VACCA
Variety
Wintringham
Worawa Aboriginal Girls College
WORAWA
Wurundjeri People as the Traditional Custodians of this Country
YMCA Victoria

TOURISM PARTNERS

Australian Tourism Export Council
Business Events Geelong
Business Events Victoria
City of Melbourne
Committee for Wyndham
Echuca Moama Tourism
Go Beyond Melbourne
Great Southern Touring Route
Les Clef d'Or
Melbourne Convention Bureau
Murray Regional Tourism
Sydney Melbourne Touring Route
Tennis Australia
Tourism Australia
Tourism Greater Geelong and the Bellarine
Tourism Network Yarra Valley
Victorian Tourism Industry Council
Visit Victoria
Western Melbourne Tourism
Werribee Business and Tourism Association
Yarra Ranges Tourism
Yarra Valley Business Events

GOVERNMENT PARTNERS

ACT Environment and Sustainability Animal Quarantine and Inspection Service
Arthur Rylah Institute for Environmental Research
City of Melbourne
Commissioner for Environmental Sustainability Victoria
Department of Climate Change, Energy, the Environment and Water (Aus)
Department of Energy, Environment and Climate Action (Vic)
Department of Environment and Science (Qld)
Department of Natural Resources and Environment (Tas)
Department of Planning and Environment (NSW)
Department of Education (Vic)
Department of Health and Human Services (Vic)
Department of Treasury and Finance (Vic)
Department for Environment and Water (SA)
Development Victoria
Corangamite Catchment Management Authority
East Gippsland Catchment Management Authority
Glenelg Hopkins Catchment Management Authority
Melbourne Water
North Central Catchment Management Authority
North East Catchment Management Authority
Parks Victoria
Phillip Island Nature Parks
Royal Botanic Gardens Victoria
Victorian Fisheries Authority

EDUCATION

Box Hill Institute
Campaspe Cohuna Local Learning and Employment Network
Cetacean Sisters
Climate for Change
Coastcare
Design and Technology Teacher Association DATTA Vic
Deakin College
Deakin University
Department of Education
Duke of Edinburgh
Environment Education Victoria (EEV)
Free the Bears
Friends of the Leadbeater's Possum
Future You
Geelong Tech School
Geography Teachers Association of Victoria
Gordon Tafe
Hobson's Bay City Council
International Zoo Educators Association
Jane Goodall Institute Australia
Kangan Institute
Kings Trust
La Trobe University
Marine Mammal Foundation
Melbourne University
Monash University
Parks Victoria
Parliament of Victoria
Petstock
Phillip Island Nature Parks
Plants for Space
Port Phillip EcoCentre
Royal Botanic Gardens Victoria
Royal Society of Victoria
RSPCA Victoria
STEM Centre of Excellence | Museums & Collections, Melbourne University
Science Teachers Association of Victoria
Sustainability Victoria
SWIFFT
Taronga Conservation Society Australia
The Alpine School
The Gordon
University of Melbourne
University of Tasmania
Urban Camp
VCAA
VicHealth
VicReturn
Victorian Catholic Education Authority
Victorian Fisheries Authority
Wildlife Wonders
Wollangara
Worowa Aboriginal College
Wyndham City Council
Yellingbu Yirramboi (Royal Children's Hospital)
Young Ocean Innovators
Youth Engagement Project
Youth Projects
ZAA, Engagement Specialist Advisory Group

CONSERVATION & RESEARCH

ACT Environment and Sustainability
Adrift Lab
Animal and Gene Resource and Storage
Centre – Monash University
Arthur Rylah Institute for Environmental Research
Aussie Ark
Australasian Conservation Dog Network
Australasian Dark Sky Alliance
Australian Conservation Foundation
Australian Museum
Australian National University
Australian Veterinary Association
Barbara Wilson Pty Ltd
Barengi Gadjin Land Council Aboriginal Corporation
Bass Coast Shire
Baw Baw Frog Recovery Team
Baw Baw National Park
Baw Baw Shire Council
BeadWORKS
Behaviour Works Australia
BirdLife Australia
Biodiversity Council
Biodiversity Management Bureau, Philippines
Bjarne K Dahl
Brush-tailed Rock-wallaby Recovery Team
Bunurong Land Council Aboriginal Corporation
Bush Heritage Australia
Carbon Landscapes
Cardinia Shire Council
CeRDI – Federation University
City of Melbourne
City of Monash
City of Port Phillip
Charles Sturt University
Colossal
Conservation Ecology Centre
Conservation Planning Specialist Group
Conservation Volunteers Australia
Corangamite Catchment Management Authority
Corroboree Frog Recovery Team
CSIRO
Currumbin Wildlife Sanctuary
Dalki Garringa Native Nursery
Deakin University
Department of Climate Change, Energy, the Environment and Water (Aus)
Department of Energy, Environment and Climate Action (Vic)
Department of Environment and Science (Qld)
Department of Natural Resources and Environment (Tas)
Department of Planning and Environment (NSW)
Devils@Cradle
Dian Fossey Gorilla Fund International
Dunkeld Pastoral Co Pty Ltd
East Gippsland Catchment Management Authority
Eastern Barred Bandicoot Recovery Team
Eastern Maar Aboriginal Corporation
Elanus Consulting
Ethio Wetlands and Natural Resources Association
Falls Creek Alpine Management Board
Fauna & Flora International
FaunaBank
Fauna Research Alliance

Featherdale Wildlife Park
Federation University
Friends of the Leadbeater's Possum Inc
Friends of the Helmeted Honeyeater Inc
Future Fish
Genovese Coffee
Gippsland Water
Glenelg Hopkins Catchment Management Authority
Gorilla Doctors
Greening Australia
Gunaikurnai Land and Waters Aboriginal Corporation
Helmeted Honeyeater Recovery Team Inc
Horsham Rural City Council
Hindmarsh Landcare Network
ICON Science Research Group, RMIT University
Institute for Marine and Antarctic Studies
Invertebrates Australia
Jaithmathang Traditional Ancestral Bloodline Original Owners First Nation Aboriginal Corporation
La Trobe University
Lake Mountain Alpine Resort
Land for Wildlife
Lord Howe Island Board
Lord Howe Island Museum
Lund University
Mabuwaya Foundation
Melbourne Water
Michael Amor Evolutionary Genetics and Bioinformatics
MobileMuster
Monash University
Mondelez (Cadbury)
Moonlit Sanctuary
Mountain Pygmy-possum Recovery Team
Mount Baw Baw Alpine Resort
Mt Buller and Mt Stirling Management Board
Mt Hotham Alpine Resort Management Board
Mt Rothwell Biodiversity Interpretation Centre
Mt Toolebewong and District Landcare
Murdoch University
Museums Victoria
National Geographic
National Recovery Team for the Brush-tailed Rock-wallaby
National Environmental Scientific Program Resilient Landscapes Hub
National Plains-wanderer Recovery Team
National Pookila (New Holland Mouse) Recovery Team
National Smoky Mouse Recovery Team
National Trust of Victoria
New Zealand Veterinary Dentistry Ltd.
North Central Catchment Management Authority
North East Catchment Management Authority
Northern Plains Conservation Management Network
Odonata
Orange-bellied Parrot Recovery Team
Orang Utan Coffee Project
Parks Victoria
Perth Zoo
Phillip Island Nature Parks
PhoneCycle
Pookila Recovery Team
Port Moresby Nature Park
Port Phillip Ecocentre
Priam Psittaculture Centre
Queensland University of Technology
Regent Honeyeater Recovery Team
Reground
Remember the Wild
Reproductive Health Australia
RLB Ecology
RMIT University
Royal Botanic Gardens Victoria
RSPCA Australia
RSPCA Victoria
San Marino Municipal Government
Save the Tasmanian Devil Program
Smoky Mouse Recovery Team
Société d'Ornithologie de Polynésie Manu
Southern Bent-wing Bat Recovery Team
Southern Cross University
Snowline Ecology
Spotted Tree Frog Recovery Team
South-eastern Red-tailed Black-Cockatoo Recovery Team
SWIFFT
Swift Parrot Recovery Team
Swinburne University
Taronga Conservation Society Australia
Taungurung Land and Waters Council
The Carnivore Conservancy
Threatened Mallee Bird CAP Steering Committee
Tidbinbilla Nature Reserve
Tiverton Property Partners
Tree Kangaroo Conservation Program
Trowunna Wildlife Sanctuary
Trust for Nature
University of Canberra
University of Huddersfield
University of Melbourne
University of Newcastle
University of Queensland
University of South Australia
University of Sydney
University of Tasmania
University of Western Australia
University of Wollongong
Uganda Wildlife Education Centre
Urban Light Lab - University of Melbourne
Victorian Grassland Earless Dragon Recovery Team
Victoria University
Wadawurrung Traditional Owners Aboriginal Corporation
Wathaurong Aboriginal Co-operative
Western Sydney University
Wild Research Wildlife Consultants
Wildlife Profiles Pty Ltd
Wildlife Unlimited
Wimmera Grain Flower Spice
Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporations
Woodland Park Zoological Society
World Association of Zoos and Aquariums
WWF Australia
Xerces Society for Invertebrate Conservation
XM2
Yarra Valley Water
Yarra4Life
Yorta Yorta Nation Aboriginal Corporation
Zoo and Aquarium Association including ZAA Species Management Programs and ZAA member institutions that have collaborated with Zoos Victoria on animal transfers, breeding programs and other projects
Zoos South Australia Zoos SA

CATERING PARTNERS

Compass Group – Restaurants Associates
Asahi Beverages – Schweppes
Genovese Coffee
Unilever – Streets Ice Cream

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Annual Report 2024-25

Financial Report

How this report is structured

The Zoological Parks and Gardens Board (Board) presents its audited general purpose financial statements for the financial year ended 30 June 2025 and provides users with the information about the Board's stewardship of resource entrusted to it. It is presented in the following structure:

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ZOOLOGICAL PARKS AND GARDENS BOARD

Declaration

We certify that the attached financial statements for the Zoological Parks and Gardens Board have been prepared in accordance with Direction 5.2 of the Standing Directions of the Minister for Finance under the Financial Management Act 1994, applicable Financial Reporting Directions, Australian Accounting Standards including Interpretations, and other mandatory professional reporting requirements.

We further state that, in our opinion, the information set out in the comprehensive operating statement, balance sheet, statement of changes in equity, cash flow statement and accompanying notes present fairly the financial transactions during the year ended 30 June 2025 and the financial position of the Zoological Parks and Gardens Board at 30 June 2025.

At the time of signing, we are not aware of any circumstance that would render any particulars included in the financial statements to be misleading or inaccurate.

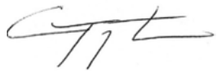
We authorise the attached financial statements for issue on 21 October 2025.



Rebecca McKenzie
Chair
Melbourne



Robyn Grattidge
Acting Chief Executive Officer
Melbourne



Christine Tipton
Chief Financial Officer
Melbourne

FINANCIAL STATEMENTS

Comprehensive operating statement for the financial year ended 30 June 2025

($ thousand)

	Notes	2025	2024
Income from transactions			
Rendering of services and sale of goods	*2.2*	92,915	88,343
Government and other grants	*2.3*	38,197	38,002
Other income	*2.4*	14,873	16,320
Total income from transactions		**145,985**	**142,665**
Expenses from transactions			
Employee expenses	*3.2*	(91,556)	(85,665)
Other expenses	*3.3*	(45,843)	(42,476)
Depreciation, amortisation and impairment	*4.1.1*	(15,329)	(14,371)
Total expenses from transactions		**(152,728)**	**(142,512)**
Net surplus (deficit) from transactions		**(6,743)**	**153**
Other economic flows included in net result			
Net gain/(loss) on disposal of physical assets		-	(470)
Net gain/(loss) on financial assets		1,266	750
Net gain/(loss) arising from revaluation of long service leave liability due to change in bond rates		(106)	213
Total other economic flows included in net result		**1,160**	**493**
Net surplus/(deficit)		**(5,583)**	**646**
Other economic flows – other comprehensive income			
Items that will not be reclassified to net result			
Gain/(loss) in physical asset revaluation surplus	*7.3.1.4*	(6,229)	10,923
Total other economic flows – other comprehensive income		(6,229)	10,923
Comprehensive result surplus		**(11,812)**	**11,569**

The accompanying notes form part of these financial statements.

FINANCIAL STATEMENTS

Balance sheet as at 30 June 2025

($ thousand)

	Notes	2025	2024
Assets			
Current financial assets			
Cash and cash equivalents	*6.3*	26,476	55,261
Receivables	*5.1*	2,154	2,684
Total current financial assets		**28,630**	**57,945**
Non-current financial assets			
Investments	*4.2*	14,136	10,611
Total financial assets		**42,766**	**68,556**
Non-financial assets			
Land, property, plant and equipment, vehicles and intangible assets	*4.1*	491,409	472,725
Other non-financial assets	*5.3*	1,786	1,751
Total non-financial assets		**493,195**	**474,476**
Total assets		**535,961**	**543,032**
Liabilities			
Employee benefits	*3.2.1*	20,844	19,615
Payables and contract liabilities	*5.2*	25,272	24,592
Borrowings and leases	*6.1*	331	489
Total liabilities		**46,447**	**44,696**
Net assets		**489,514**	**498,336**
Equity			
Accumulated surplus/(deficit)		(40,059)	(30,964)
Contribution by owners		191,180	188,368
Endowment reserve	*8.6.1*	14,008	10,496
Financial assets at fair value through comprehensive income revaluation reserve		238	60
Physical asset revaluation surplus	*7.3.1.4*	324,147	330,376
Net worth		**489,514**	**498,336**
Commitments for expenditure	*6.2*		
Contingent assets and contingent liabilities	*7.2*		

The accompanying notes form part of these financial statements.

FINANCIAL STATEMENTS

Statement of changes in equity for the financial year ended 30 June 2025

($ thousand)

Movements in carrying amounts	Notes	Accumulated Surplus / (Deficit)	Contributions by owner	Endowment reserve	Financial assets at FV through other *comprehensive income*	Physical asset revaluation surplus	Total
Opening balance at 1 July 2023		**(26,322)**	**185,568**	**5,385**	**(117)**	**319,453**	**483,967**
Net result for the year		469	-	-	-	-	469
Transfer/ movement to Endowment reserve	*8.6.1*	(5,111)	-	5,111	-	-	-
Contributed capital by owners	*8.7.2*	-	2,800	-	-	-	2,800
Other comprehensive income for the year	*7.3.1.4*	-	-	-	177	10,923	11,100
Balance at 30 June 2024		**(30,964)**	**188,368**	**10,496**	**60**	**330,376**	**498,336**
Reclassification FV of investments through other comprehensive income		-	-	-	178	-	-
Net result for the year		(5,583)	-	-	-	-	(5,583)
Transfer/ movement to Endowment reserve	*8.6.1*	(3,512)	-	3,512	-	-	-
Contributed capital by owners	*8.7.2*	-	2,812	-	-	-	2,812
Other comprehensive income for the year	*7.3.1.4*	-	-	-	-	(6,229)	(6,229)
Balance at 30 June 2025		**(40,059)**	**191,180**	**14,008**	**238**	**324,147**	**489,514**

FINANCIAL STATEMENTS

Cashflow statement for the financial year ended 30 June 2025

($ thousand)

	Notes	2025	2024
Cash flows from operating activities			
Receipts			
Receipts from sales of goods and services		96,414	96,108
Receipts from government and other grants		38,197	37,890
Sponsorship, grants, and donations received		11,188	10,678
GST net refunded from/(payable to) the ATO(i)		6,153	6,333
Receipts from other sources		1,653	1,122
Interest received		2,450	3,486
Total receipts		**156,055**	**155,617**
Payments			
Payments to employees		(92,271)	(83,100)
Payments to suppliers		(52,692)	(52,186)
Interest and other costs of finance paid		(11)	(15)
Total payments		**(144,974)**	**(135,301)**
Net cash flows from operating activities		**11,081**	**20,316**
Cash flows from investing activities			
Payments for property, plant and equipment and vehicles		(39,546)	(55,873)
Payments for intangible assets	*4.1.2*	(750)	(944)
Proceeds from sale of VFMC investment		-	-
Payments for VFMC investments		(2,278)	(4,475)
Proceeds from sale of plant and equipment and vehicles		93	22
Net cash flows from/(used in) investing activities		**(42,481)**	**(61,270)**
Cash flows from financing activities			
Owner contributions by State Government		2,812	2,800
Repayment of finance lease liabilities		(197)	(164)
Net cash flows from financing activities		**2,615**	**2,636**
Net (decrease) in cash and cash equivalents		**(28,785)**	**(38,318)**
Cash and cash equivalents at the beginning of the financial year		55,261	93,579
Cash and cash equivalents at the end of the financial year	*6.3*	**26,476**	**55,261**

(i) Goods and Services Tax (GST) refunded by the Australian Taxation Office (ATO) is presented on a net basis.

The accompanying notes form part of these financial statements.

1. ABOUT THIS REPORT

1.1 Reporting Entity

The Zoological Parks and Gardens Board ("Board") operates under the Zoological Parks and Gardens Act 1995 and is responsible for the Royal Melbourne Zoological Gardens, Healesville Sanctuary, Werribee Open Range Zoo and Kyabram Fauna Park. Zoos Victoria is the trading name for the organisation managed by the Board. Its principal address is Elliott Avenue, Parkville, Melbourne, Victoria 3052. A description of the nature of its operations and its principal activities is included in the "Report of operations," which does not form part of these financial statements.

1.2 Basis of preparation

These financial statements are Tier 2 general purpose financial statements prepared in accordance with AASB 1060 General Purpose Financial Statements – Simplified Disclosures for For-Profit and Not-for-Profit Tier 2 Entities (AASB 1060) and Financial Reporting Direction 101 Application of Tiers of Australian Accounting Standards (FRD 101).

The Board is a Tier 2 entity in accordance with FRD 101. These financial statements are the first general purpose financial statements prepared in accordance with Australian Accounting Standards – Simplified Disclosures. The Board's prior year financial statements were general purpose financial statements prepared in accordance with Australian Accounting Standards (Tier 1). As The Board is not a 'significant entity' as defined in FRD 101, it was required to change from Tier 1 to Tier 2 reporting effective from 1 July 2024.

These financial statements are in Australian dollars, and the historical cost convention is used unless a different measurement basis is specifically disclosed in the note associated with the item measured on a different basis.

The accrual basis of accounting and going concern has been applied in preparing these financial statements, whereby assets, liabilities, equity, income and expenses are recognised in the reporting period to which they relate, regardless of when cash is received or paid, except for revenue which is recognised as income in the financial statements based on AASB 15 Revenue from Contracts with Customers and AASB 1058 Income of Not For Profit entities.

Consistent with the requirements of AASB 1004 Contributions, contributions by owners (that is, contributed capital) are treated as equity transactions and, therefore, do not form part of the income and expenses of the Board. Capital grants which have been designated as contributions by owners are recognised as contributed capital. Other transfers that are in the nature of distributions to or contributions by owners have also been designated as contributions by owners.

Judgements, estimates and assumptions are required to be made about financial information being presented. The significant judgements made in the preparation of these financial statements are disclosed in the notes, where amounts affected by those judgements are disclosed. Estimates and associated assumptions are based on professional judgements derived from historical experience and various other factors that are believed to be reasonable under the circumstances. Actual results may differ from these estimates.

Judgements and assumptions made by management in applying Australian Accounting Standards (AAS) that have significant effects on the financial statements and estimates relate to:

- The fair value of land, buildings, infrastructure, plant and equipment (note 7.3);
- Employee benefits provisions based on likely tenure of existing staff, patterns of leave claims, future salary movements and future discount rates (note 3.2.1);
- Estimated useful lives over which non-financial assets are depreciated (note 4.1.1);
- The timing of satisfaction of performance obligation (note 2.2.1);
- For leases, determining whether the arrangement is in substance a short-term arrangement and estimating the discount rate when not implicit in the lease (note 6.1).

1.3 Compliance information

These general purpose financial statements have been prepared in accordance with the Financial Management Act 1994 (FMA) and applicable Australian Accounting Standards (AASs), which include Interpretations, issued by the Australian Accounting Standards Board (AASB). In particular, they are presented in a manner consistent with the requirements of AASB 1049 Whole of Government and General Government Sector Financial Reporting.

Where appropriate, those AASs paragraphs applicable to not-for-profit entities have been applied. Accounting policies selected and applied in these financial statements ensure that the resulting financial information satisfies the concepts of relevance and reliability, thereby ensuring that the substance of the underlying transactions or other events is reported.

These annual financial statements were authorised for issue by the Board on 21 October 2025.

ZOOLOGICAL PARKS AND GARDENS BOARD

1.4 Goods and Services Tax (GST)

Income, expenses and assets are recognised net of the amount of associated GST unless the GST incurred is not recoverable from the taxation authority. In this case, it is recognised as part of the cost of acquisition of the asset or as part of the expense.

Receivables and payables are stated inclusive of the amount of GST receivable or payable. The net amount of GST recoverable from, or payable to, the taxation authority is included with other receivables or payables in the balance sheet.

Cash flows are presented on a gross basis. The GST components of cash flows arising from investing or financing activities that are recoverable from or payable to the taxation authority are presented as operating cash flow.

1.5 Rounding of amounts

Amounts in the financial statements have been rounded to the nearest thousand dollars unless otherwise stated. Figures in the financial statements may not equate due to rounding.

2. FUNDING THE DELIVERY OF OUR SERVICES

Introduction

The Board's revenue comes from various sources, namely income from rendering of services such as admission, membership and commercial activities, government grants and other income such as sponsorship, donations, interest earned and other contributions.

Structure

2.1	Summary of income that funds the delivery of our services	Pg. 76
2.2	Rendering of services and sale of goods	Pg. 76
2.3	Government and other grants	Pg. 78
2.4	Other income	Pg. 79

2.1 Summary of income that funds the delivery of our services

($ thousand)

	Notes	**2025**	**2024**
Rendering of services and sale of goods	2.2	92,915	88,343
Government and other grants	*2.3*	38,197	38,002
Other income	*2.4*	14,873	16,320
Total income from transactions		**145,985**	**142,665**

Income that funds delivery of the Board's services is accounted for consistently with the requirements of the relevant accounting standards disclosed in the following notes.

2.2 Rendering of services and sale of goods

($ thousand)

	Notes	**2025**	**2024**
Rendering of services	*2.2.1*	83,509	78,775
Sale of goods		9,406	9,568
Total income from rendering of services and sale of goods		**92,915**	**88,343**

2. FUNDING THE DELIVERY OF OUR SERVICES (CONTINUED)

2.2.1 Rendering of services and sale of goods

Income from rendering of services is recognised when the services are rendered. It includes items such as income from gate admissions, zoo memberships, catering revenue and income from zoo activities. Income from the sale of goods includes retail sales, and income is recognised at the point of sale when the significant risks and rewards of ownership of the inventories have passed to the buyer and the costs incurred or to be incurred in respect of the transaction can be reliably measured.

The rendering of services and sale of goods included in the table above are transactions that the Board has determined to be classified as revenue from contracts with customers in accordance with AASB 15.

Performance obligations and revenue recognition policies

• Revenue is measured based on the consideration specified in the contract with the customer. The Board recognises revenue when it transfers control of a good or service to the customer, i.e. when, or as, the performance obligations for the sale of services, goods, and assets to the customer are satisfied. Customers obtain control of the supplies and consumables at a point in time when the goods or services are delivered to and have been accepted by the customer;

• Revenue from the sale of goods is recognised when the goods or services are delivered and have been accepted by the customer;

• Revenue from the rendering of services such as membership, admissions and zoo activities is recognised at a point in time when the performance obligation is satisfied when the service is completed; and over time when the customer simultaneously receives and consumes the service as it is provided.

Customers are invoiced and revenue is recognised when retail goods are delivered and accepted by customers. For services rendered, where customers simultaneously receive and consume the services as it is provided, revenue is recognised progressively as contract assets until the customer is subsequently invoiced in accordance with the terms of the service agreement. For other customers that are only able to consume the services when they have been completed, revenue is only recognised upon completion and delivery of the services.

Consideration received in advance of recognising the associated revenue from the customer is recorded as a contract liability (Note 5.2). Where the performance obligations are satisfied but not yet billed, a contract asset is recorded (Note 5.1).

2. FUNDING THE DELIVERY OF OUR SERVICES (CONTINUED)

2.3 Government and other grants

($ thousand)

	Notes	2025	2024
Within portfolio department	*2.3.1*	36,033	36,436
Other state government departments	*2.3.2*	794	759
Others	*2.3.3*	1,370	807
Total government and other grants		**38,197**	**38,002**

The Board assesses Government and other grant income in accordance with AASB1058 and AASB15.

Grants recognised under AASB 1058

The Board assesses grant income under AASB 1058 to determine if the grant income has been earned under arrangements that are either not enforceable and/or not linked to sufficiently specific performance obligations.

Income from grants without any sufficiently specific performance obligations or that is not enforceable is recognised when the Board has an unconditional right to receive cash which usually coincides with receipt of cash. On initial recognition of the asset, the Board recognises any related contributions by owners, increases in liabilities, decreases in assets, and revenue in accordance with other Australian Accounting Standards.

Grants recognised under AASB 15

Income from grants that are enforceable and with sufficiently specific performance obligations are accounted for as revenue from contracts with customers under AASB 15. These grants relate to funding of specific projects and revenue is recognised based on the consideration specified in the funding agreement and to the extent that it is highly probable a significant reversal of the revenue will not occur. These funding payments are received in advance and revenue is recognised when performance obligation is satisfied, refer to Contract Liabilities, note 5.2.

2.2.1 Government grants – within portfolio department

The Board's portfolio department is the Department of Energy, Environment and Climate Action (DEECA). All portfolio department grants received from DEECA are recorded here.

2.3.2 Government grants – other state government departments

Grants from all other State Government Departments are included here. The Board receives regular grants from the Department of Education and Training to support education programs for primary and secondary schools. Occasionally the Board may receive funds for one-off programs from other State Government Departments.

2.3.3 Others – including Federal Government grants

Other grants are usually one-off grants from other partners such as Commonwealth Departments, the Catholic Education Office and RSPCA.

2. FUNDING THE DELIVERY OF OUR SERVICES (CONTINUED)

2.4 Other Income

($ thousand)

	Notes	2025	2024
Interest income	*2.4.1*	2,032	3,383
Sponsorship, grants, and donations	*2.4.2*	11,188	11,815
Sundry income	*2.4.3*	1,653	1,122
Total other income		**14,873**	**16,320**

2.4.1 Interest Income

Interest income includes interest received on the Board's bank accounts. Interest income is recognised on a time proportional basis that takes into account the effective yield on the financial asset.

2.4.2 Sponsorship, grants and donations

Sponsorship, grants, bequests, donations and contributions from Corporates, Trusts & Foundations and the general public are recognised as income on receipt of the funds, and there is reasonable assurance that all the attaching conditions can be complied with. Sponsorship, grants and donations that are enforceable and with sufficiently specific performance obligations are accounted for as revenue from contracts with customers under AASB 15. Refer to note 5.2.

The Board has endorsement as a deductible gift recipient (DGR) from the Australian Taxation Office. Any donation above $2 is tax-deductible.

2.4.3 Sundry income

Sundry income includes rental income and outgoings recovered from caterers, insurance claims, receipts from disposal of assets at auction, reimbursements of expenditure, miscellaneous items. Sundry income is usually ad hoc or one-off during the year. Sundry income is recognised when the services are rendered.

3. THE COST OF DELIVERING THE SERVICES

Introduction

This section provides an account of the expenses incurred by the Board in operating the four zoos namely:

- Melbourne Zoo;
- Healesville Sanctuary;
- Werribee Open Range Zoo; and
- Kyabram Fauna Park.

Structure

3.1	Summary of expenses in the delivery of services	Pg. 80
3.2	Employee expenses	Pg. 80
3.3	Other expenses	Pg. 82

3.1 Summary of expenses in the delivery of services

			($ thousand)
	Notes	**2025**	**2024**
Employee expenses	3.2	91,556	85,665
Other expenses	3.3	45,843	42,476
Total expenses incurred in the delivery of services		**137,399**	**128,141**

3.2 Employee expenses

			($ thousand)
	Notes	**2025**	**2024**
Salary and wages, annual leave and long service leave		75,314	71,538
Payroll tax		4,870	4,599
WorkCover		1,717	1,453
Movement in provisions – annual leave and long service leave		1,082	366
Sub-total		**82,983**	**77,956**
Superannuation		8,573	7,709
Total employee expenses		**91,556**	**85,665**

Employee expenses include all costs related to employment, including wages and salaries, leave entitlements and termination benefits. These are recognised when incurred.

Employer superannuation expenses in relation to employees who are members of the defined benefit superannuation plan (Emergency Services and State Super (ESSSuper)) are expensed when incurred. The amount recognised in the comprehensive operating statement in relation to the employer contributions for members of the defined benefit superannuation plan is employer contributions that are paid or payable to the plan during the reporting period.

Superannuation contributions are made to the plan based on the relevant rules of the plan. The Board does not recognise any defined benefit liability in respect of the superannuation plan because the Board has no legal or constructive obligation to pay future benefits relating to its employees; its only obligation is to pay superannuation contributions as they fall due.

3. THE COST OF DELIVERING THE SERVICES (CONTINUED)

3.2.1 Employee-related Provisions

Provision is made for benefits accruing to employees in respect of annual leave and long service leave for services rendered to the reporting date and recorded as an expense during the period the services are delivered.

		($ thousand)
	2025	**2024**
Current provisions:		
Annual Leave	6,319	5,900
Long Service Leave	9,311	8,787
Provisions related to employee benefit on-costs	2,930	2,676
Total current provisions	**18,560**	**17,363**
Non-current provisions:		
Long Service Leave benefits	1,918	1,900
Provisions related to employee benefit on-costs	366	352
Total non-current provisions	**2,284**	**2,252**
Total provisions for employee benefits	**20,844**	**19,615**

Annual leave

Liabilities for annual leave and on-costs are recognised as part of the employee benefits provision as current liabilities because the Board does not have an unconditional right to defer settlements of these liabilities.

Depending on the expectation of the timing of settlement, liabilities for wages and salaries and annual leave are measured at:

• nominal value - if the Board expects to wholly settle within 12 months; or
• present value - if the Board does not expect to wholly settle within 12 months.

Long Service Leave

Unconditional long service leave is disclosed as a current liability even where the Board does not expect to settle the liability within 12 months because it will not have the unconditional right to defer the settlement of the entitlement should an employee take leave within 12 months. The components of this current long service leave liability are measured at:

• undiscounted value – if the Board expects to wholly settle within 12 months; or
• present value – if the Board does not expect to wholly settle within 12 months.

Conditional long service leave is disclosed as a non-current liability. There is an unconditional right to defer the settlement of the entitlement until the employee has completed the requisite years of service. This non-current long service liability is measured at the present value. Any gain or loss following a revaluation of the present value of non-current LSL liability is recognised as a transaction, except to the extent that a gain or loss arises due to changes in bond interest rates for which it is then recognised as an 'other economic flow' in the net result.

Employee benefits on-costs

On-costs, including superannuation, workers' compensation and payroll tax, are recognised and included in employee benefits liabilities and on-costs when the employee benefits to which they relate are recognised as liabilities.

3. THE COST OF DELIVERING THE SERVICES (CONTINUED)

3.3 Other expenses

($ thousand)

	2025	2024
Operating costs		
Supply and services	13,221	12,167
Maintenance	12,986	13,104
Cost of goods sold	7,168	6,901
Marketing and promotion	5,694	5,092
Utilities	3,722	2,903
Information technology	3,041	2,294
Interest expense	11	15
Total other expenses	**45,843**	**42,476**

Operating costs

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 normal operations of the Board.

Supply and services include operating costs such as animal food, auditor remuneration, bank charges, conservation activities, hospitality, insurance, legal, low-value lease payments (leases with underlying asset's fair value that is no more than $10,000), medical, postage, printing and stationery, professional services, staff amenities, staff development, subscriptions, travel and veterinary costs.

Cost of goods sold

The cost of goods sold represents the amount of inventories sold during the year from retail activities and the cost of food and beverages for zoo activities. Cost of goods sold also include inventory write down, packaging and freight charges associated with the acquisition of the goods for sale.

The amount of any write-down of inventories to net realisable value and all shrinkage of inventory is recognised as an expense in the period the write-down or shrinkage occurs. Any reversal of write-downs of inventories will be recognised as a reduction in the amount of inventories sold during the period in which the reversal occurs.

4. KEY ASSETS AVAILABLE TO SUPPORT OUR SERVICES

Introduction

The Board controls land, property, plant and equipment and vehicles that are utilised in fulfilling its objectives and conducting its activities. They represent the resources that have been entrusted to the Board to be utilised for the delivery of its services.

Structure

4.1	Land, property, plant and equipment, vehicles and intangible assets	Pg. 83
4.2	Investments	Pg. 85

4.1 Land, property, plant and equipment, vehicles and intangible assets

($ thousand)

Details	Gross carrying amount		Accumulated depreciation		Net carrying amount	
	2025	2024	2025	2024	2025	2024
Land at fair value	166,472	172,700	-	-	166,472	172,700
Property at fair value	220,580	210,526	(12,171)	-	208,409	210,526
Plant & equipment and vehicles at fair value	40,240	37,173	(24,773)	(22,229)	15,467	14,944
Intangible assets	2,908	2,158	(806)	(558)	2,102	1,600
	430,200	**422,557**	**(37,750)**	**(22,787)**	**392,450**	**399,770**
Work-in-progress	98,959	72,955	-	-	98,959	72,955
Total	**529,159**	**495,512**	**(37,750)**	**(22,787)**	**491,409**	**472,725**

Subsequent measurement

Property (including buildings) and plant and equipment, as well as right-of-use assets under leases, are subsequently measured at fair value less accumulated depreciation and impairment. Fair value is determined with regard to the asset's highest and best use (considering legal or physical restrictions imposed on the asset, public announcements or commitments made in relation to the intended use of the asset) and is summarised by asset category.

The Board depreciates the right-of-use assets on a straight-line basis from the lease commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of lease term. The right-of-use assets are also subject to revaluation. In addition, the right-of-use asset is periodically reduced by impairment losses, if any and adjusted for certain premeasurements of the lease liability. The Board's right-of-use assets are vehicles leased through the State Government's Vehicle Management Leasing Unit (Vicfleet). The vehicles are valued using the current replacement cost method. The Board acquires new vehicles and at times disposes of them before the end of their economic life. The process of acquisition, use and disposal in the market is managed by experienced fleet managers through Vicfleet, who set relevant depreciation rates during use to reflect the utilisation of the vehicles.

Fair value is determined as the original acquisition costs less any accumulated depreciation and accumulated impairment losses. Existing depreciated historical cost is generally a reasonable proxy for the current replacement cost because of the short lives of the assets concerned. The capitalisation threshold for plant and equipment, individually or forming part of a network, is $5,000, and such assets are capitalised when they are placed in service.

Revaluation of non-physical assets

Net revaluation increases (where the carrying amount of a class of assets is increased as a result of a revaluation) are recognised in 'other economic flows – other comprehensive income' and accumulated in equity under the physical asset revaluation surplus. However, the net revaluation increase is recognised in the net result to the extent that it reverses a net revaluation decrease in respect of the same class of property, plant and equipment previously recognised as an expense (other economic flows) in the net result.

Net revaluation decreases are recognised in 'other economic flows – other comprehensive income' to the extent that a credit balance exists in the physical asset revaluation surplus in respect of the same class of property, plant and equipment. Otherwise, the net revaluation decreases are recognised immediately as 'other economic flows included in the net result'. The net revaluation decrease recognised in 'other economic flows – other comprehensive income' reduces the amount accumulated in equity under the physical asset revaluation surplus.

Revaluation increases and decreases relating to individual assets in a class of property, plant and equipment, are offset against one another in that class but are not offset in respect of assets in different classes. The physical asset revaluation surplus is not transferred to accumulated funds on de-recognition of the relevant asset.

Revaluation of non-physical assets is undertaken using the net book value method, whereby accumulated depreciation at the date of the revaluation is deducted from the original cost of the associated non-physical assets.

4. KEY ASSETS AVAILABLE TO SUPPORT OUR SERVICES (CONTINUED)

4.1.1 Depreciation, amortisation and impairment of property, plant and equipment, vehicles and intangibles

		($ thousand)
	2025	**2024**
Property	12,101	11,583
Plant and equipment and vehicles	2,980	2,588
Total	**15,081**	**14,171**
Intangible assets	248	200
Total depreciation, amortisation and impairment	**15,329**	**14,371**

All property, plant and equipment and other non-financial physical assets that have finite useful lives are depreciated. Low-value leases are not included in the above figures.

Depreciation is calculated on a straight-line basis at rates that allocate the asset's value, less any estimated residual value, over its estimated useful life. Typical estimated useful lives for the different asset classes for current and prior years are included in the table below:

Asset	**Useful life (years)**	
	2025	**2024**
Property	3 to 50	3 to 50
Plant and equipment	5 to 20	5 to 20
Vehicles (including leased assets)	3 to 5	3 to 5
Intangible assets	5 to 10	5 to 10

The estimated useful lives, residual values and depreciation method are reviewed at the end of each annual reporting period, and adjustments are made where appropriate.

The land is considered to have an indefinite life and is not depreciated. Depreciation is not recognised in respect of land because its service potential has not, in any material sense, been consumed during the reporting period.

Depreciation and amortisation begin when the asset is available for use, which is when it is in the location and condition necessary for it to be capable of operating in the manner intended by management.

Impairment

The carrying amounts of non-current assets, with the exception of available-for-sale assets, are assessed annually for indications of impairment. If there is an indication of impairment, the assets concerned are tested as to whether their carrying value exceeds their recoverable amount. Where an asset's carrying value exceeds its recoverable amount, the difference is written off by a charge as an 'other economic flows included in the net result' to the comprehensive operating statement except to the extent that the write-down can be debited to the physical asset revaluation surplus amount applicable to that class of asset.

The recoverable amount for most assets is measured at the higher of current replacement cost and fair value less costs to sell. The recoverable amount for assets held primarily to generate net cash inflows is measured at the higher of the present value of future cash flows expected to be obtained from the asset and fair value less costs to sell. It is deemed that, in the event of the loss of an asset, the future economic benefits arising from the use of the asset will be replaced unless a specific decision to the contrary has been made.

4. KEY ASSETS AVAILABLE TO SUPPORT OUR SERVICES (CONTINUED)

4.1.2 Reconciliation of movements in carrying values of land, property, plant and equipment, vehicles and intangible assets

						($ thousand)
2025	**Land at fair value**	**Property at fair value**	**Plant, equipment and vehicles at fair value**	**Intangible assets**	**Work-in progress at cost**	**Total**
Opening balance	172,700	210,526	14,944	1,600	72,955	472,725
Revaluation	(6,228)	-	-	-	-	(6,228)
Transfer in/ (out)	-	10,023	3,522	750	(16,022)	(1,727)
Additions	-	-	36	-	42,026	42,062
Disposal	-	(39)	(55)	-	-	(94)
Depreciation	-	(12,101)	(2,980)	(248)	-	(15,329)
Net carrying amount	**166,472**	**208,409**	**15,467**	**2,102**	**98,959**	**491,409**

4.2 Investments

		($ thousand)
	2025	**2024**
Managed investment with VFMC – Endowment Fund	14,008	10,496
Managed investment with VFMC – General Account	128	115
Total investments	**14,136**	**10,611**

Refer Note 7.1 for accounting policy in relation to managed investments with VFMC.

Ageing analysis of investments and other financial assets

All investment and financial assets are not past due and not impaired for 2024/25.

5. OTHER ASSETS AND LIABILITIES

Introduction

This section sets out those assets and liabilities that arose from the Board's controlled operations.

5.1	Receivables	Pg. 86
5.2	Payables and contract liabilities	Pg. 86
5.3	Other non-financial assets	Pg. 87

5.1 Receivables

		($ thousand)
	2025	**2024**
Current		
Contractual		
Sale of goods and services	1,731	1,734
Other receivables	-	6
	1,731	**1,740**
Statutory		
GST input tax credit recoverable	423	944
Total receivables	**2,154**	**2,684**

5.2 Payables and contract liabilities

		($ thousand)
	2025	**2024**
Current		
Contractual		
Trade payables	6,688	5,559
Unearned revenue	-	-
Contract liabilities	15,618	14,843
Other payables	2,216	2,946
	24,522	**23,348**
Statutory		
Fringe Benefit Tax, Payroll Tax, Superannuation payments	750	1,244
Total payables and contract liabilities	**25,272**	**24,592**

5. OTHER ASSETS AND LIABILITIES (CONTINUED)

5.2.1 Contract liabilities

		($ thousand)
	2025	**2024**
Contract liabilities	15,618	14,843
Represented by:		
Current contract liabilities	15,618	14,843
Non-current contract liabilities	-	-

Trade and other payables consist predominantly of creditors and other payables and contract liabilities. Payables are initially recognised at fair value, then subsequently carried at amortised cost and represent liabilities for goods and services provided to the Board prior to the end of the financial year that are unpaid and arise when the Board becomes obliged to make future payments in respect of the purchase of these goods and services.

Payables consist of:

- Contractual trade payables classified as financial instruments and measured at amortised cost;
- Statutory payables are recognised and measured similarly to contractual payables, but are not classified as financial instruments and not included in the category of financial liabilities at amortised cost, because they do not arise from contracts;
- Unearned revenue consists of proceeds received in advance of meeting the obligations associated with recognising the revenue;
- Contract liabilities consist of:
  - unredeemed admission tickets and deposits paid in advance for events reservations that are cancellable and refundable and membership revenue paid in advance, and
  - grant and other tied revenue received in advance with specific performance obligation yet to be met as at 30 June 2025;
  - Other payables consist mainly of accrued wages.

Payables for supplies and services have an average credit period of 30 days. No interest is payable if the payment is made outside the normal trading terms.

5.3 Other non-financial assets

Other non-financial assets consist of prepaid expenditures and inventories. Prepaid expenditures represent payments made in advance of the receipt of goods or services or that part of expenditure made in one accounting period covering a term extending beyond that period. Inventories are comprised of finished goods held either for sale or for distribution in the ordinary course of business. All inventories are measured at the lower of cost and net realisable value. Inventory excludes depreciable assets.

6. HOW WE FINANCE OUR OPERATIONS

Introduction

This section sets out those assets and liabilities that arose from the Board's controlled operations.

6.1	Borrowings and leases	Pg. 88
6.2	Commitments for expenditure	Pg. 90
6.3	Cash flow information and balances	Pg. 91

6.1 Borrowings and leases

		($ thousand)
	2025	**2024**
Current		
Lease liabilities	119	219
	119	**219**
Non-current		
Lease liabilities	212	270
Total borrowings	**331**	**489**

Borrowings refer to interest bearing liabilities through VicFleet for lease liabilities

Borrowings are classified as financial instruments. All interest-bearing borrowings are initially recognised at the fair value of the consideration received less directly attributable transaction costs and subsequently measured at amortised cost using the effective interest method.

6.1.1 Leases

The Board leases motor vehicles and digital multimedia devices. The lease contracts are typically made for fixed periods of 1-5 years with an option to renew the lease after that date.

Leases of digital multimedia devices with contract terms of 1-3 years are either short-term and or/leases of low-value items. The Board has elected not to recognise right-of-use assets and lease liabilities for these leases.

The following amounts are recognised as expense relating to leases and leases of low-value assets:

		($ thousand)
	2025	**2024**
Interest expense on lease liabilities	11	15
Expenses relating to leases of low-value assets	52	67
Total amount recognised as expense	**63**	**82**

6. HOW WE FINANCE OUR OPERATIONS (CONTINUED)

6.1.2 Recognition and measurement of leases as a lessee

For any new contracts entered into, the Board considers whether a contract is, or contains, a lease. A lease is defined as 'a contract, or part of a contract, that conveys the right to use an asset (the underlying asset) for a period of time in exchange for consideration'. To apply this definition the Board assesses whether the contract meets three key evaluations:

- Whether the contract contains an identified asset, which is either explicitly identified in the contract or implicitly specified by being identified at the time the asset is made available to the Board and for which the supplier does not have substantive substitution rights;
- Whether the Board has the right to obtain substantially all of the economic benefits from use of the identified asset throughout the period of use, considering its rights within the defined scope of the contract and the Board has the right to direct the use of the identified asset throughout the period of use; and
- Whether the Board has the right to take decisions in respect of 'how and for what purpose' the asset is used throughout the period of use.

Lease Liability – initial measurement

The lease liability is initially measured at the present value of the lease payments unpaid at the commencement date, discounted using the interest rate implicit in the lease if that rate is readily determinable or the Board's incremental borrowing rate.

Lease payments included in the measurement of the lease liability comprise the following:
- Fixed payments (including in-substance fixed payments) less any lease incentive receivable;
- Variable payments based on an index or rate, initially measured using the index or rate as at the commencement date;
- Amounts expected to be payable under a residual value guarantee; and
- Payments arising from purchase and termination options reasonability certain to be exercised.

Lease Liability – subsequent measurement

Subsequent to the initial measurement, the liability will be reduced for payments made and increased for interest. It is remeasured to reflect any reassessment or modification, or if there are changes in-substance fixed payments.

When the lease liability is remeasured, the corresponding adjustment is reflected in the right-of-use asset or profit or loss if the right-of-use asset is already reduced to zero.

Leases of low-value assets

The Board has elected to account for leases of low-value assets using the practical expedients. Instead of recognising a right-of-use asset and lease liability, the payments in relation to these are recognised as an expense in profit or loss on a straight-line basis over the lease term.

Presentation of right-of-use assets and lease liabilities

The Board presents right-of-use assets as 'property plant equipment' in the balance sheet. Lease liabilities are presented as 'borrowings' in the balance sheet.

		($ thousand)
Minimum future lease payments	**2025**	**2024**
Lease liabilities payable		
- Not longer than one year	126	227
- Longer than one year and not longer than five years	216	277
Minimum future lease payments	**342**	**504**
Less future finance charges	(11)	(15)
Present value of minimum lease payments	**331**	**489**

Minimum future lease payments include the aggregate of all base payments and any guaranteed residual.

6. HOW WE FINANCE OUR OPERATIONS (CONTINUED)

Recognition and measurement of leases

The Board determined whether an arrangement was or contained a lease based on the substance of the arrangement and required an assessment of whether fulfilment of the arrangement is dependent on the use of the specific asset(s); and the arrangement conveyed a right to use the asset(s).

Leases of property, plant and equipment where the Board as a lessee had substantially all of the risks and rewards of ownership were classified as finance leases. Finance leases were initially recognised as assets and liabilities at amounts equal to the fair value of the leased property or, if lower, the present value of the minimum lease payment, each determined at the inception of the lease. The leased asset is accounted for as a non-financial physical asset and depreciated over the shorter of the estimated useful life of the asset or the term of the lease. Minimum finance lease payments were apportioned between the reduction of the outstanding lease liability and the periodic finance expense, which is calculated using the interest rate implicit in the lease and charged directly to the consolidated comprehensive operating statement.

Assets held under other leases were classified as operating leases and were not recognised in the Board's balance sheet. Operating lease payments were recognised as an operating expense in the Statement of Comprehensive Income on a straight-line basis over the lease term.

6.2 Commitments for expenditure

Commitments for future expenditure include operating and capital commitments arising from contracts. These commitments are recorded in the table below at their nominal value and inclusive of GST. Where it is considered appropriate and provides additional relevant information to users, the net present values of significant individual projects are stated. These future expenditures cease to be disclosed as commitments once the related liabilities are recognised in the balance sheet.

6.2.1 Total commitments payable at nominal amounts

		($ thousand)
	2025	**2024**
The following commitments have not been recognised as liabilities in the financial statements.		
(a) Capital expenditure commitments		
- Payable within one year	7,777	4,979
Total capital expenditure commitments	**7,777**	**4,979**
(b) Operating lease commitments		
- Payable within one year	35	42
- Payable longer than one year and not longer than five years	-	35
Total operating lease commitments	**35**	**77**
Total commitments (inclusive of GST)	**7,812**	**5,056**
Less: GST recoverable	(710)	(460)
Total commitments (exclusive of GST)	**7,102**	**4,596**

ZOOLOGICAL PARKS AND GARDENS BOARD

6. HOW WE FINANCE OUR OPERATIONS (CONTINUED)

Capital expenditure commitments consist of contractual amounts payable to contractors for construction works undertaken by the Board, mainly for asset renewal or refurbishment.

Operating lease commitments are for low-value leases of digital media devices.

6.3 Cash flow information and balances

Cash and deposits, including cash equivalents, comprise cash on hand and cash at bank, deposits at call and those highly liquid investments with an original maturity of three months or less, which are held for the purpose of meeting short-term cash commitments rather than for investment purposes, and which are readily convertible to known amounts of cash and are subject to an insignificant risk of changes in value. Cash Invested with approved institutions includes cash received for committed capital projects, tied bequests and conservation project grants.

		($ thousand)
	2025	**2024**
Total cash and cash equivalents	26,476	55,261
Balance per cash flow statement	**26,476**	**55,261**

7. FINANCIAL INSTRUMENTS, CONTINGENCIES AND VALUATION JUDGEMENTS

Introduction

It is often necessary for the Board to make judgements and estimates associated with recognition and measurement of items in the financial statements. This section sets out financial instrument-specific information (including exposures to financial risks) as well as those items that are contingent in nature or require a higher level of judgement to be applied, which for the Board relates mainly to fair value determination.

7.1	Financial instruments specific disclosure	Pg. 92
7.2	Contingent assets and contingent liabilities	Pg. 93
7.3	Fair value determination	Pg. 93

7.1 Financial instruments specific disclosure

Introduction

Financial instruments arise out of contractual agreements that give rise to a financial asset of one entity and a financial liability or equity instrument of another entity. Due to the nature of the Board's activities, certain financial assets and financial liabilities arise under statute rather than a contract (for example taxes, fines and penalties). Such assets and liabilities do not meet the definition of financial instruments in AASB 132 Financial Instruments: Presentation.

Categories of financial assets

Financial assets at amortised cost

Financial assets are measured at amortised cost if both of the following criteria are met and the assets are not designated as fair value through net result:
- the assets are held by the Board to collect the contractual cash flows, and
- the assets contractual terms give rise to cash flows that are solely payments of principal and interest.

These assets are initially recognised at fair value plus any directly attributable transaction costs and subsequently measured at amortised cost using the effective interest method less any impairment.

The Board recognises the following assets in this category:
- cash and deposits;
- receivables (excluding statutory receivables).

De-recognition of financial assets:

A financial asset (or, where applicable, a part of a financial asset or part of a group of similar financial assets) is derecognised when:
- the rights to receive cash flows from the asset have expired; or
- the Board retains the right to receive cash flows from the asset, but has assumed an obligation to pay them in full without material delay to a third party under a 'pass through' arrangement; or
- the Board has transferred its rights to receive cash flows from the asset and either:
    - has transferred substantially all the risks and rewards of the asset; or
    - has neither transferred nor retained substantially all the risks and rewards of the asset, but has transferred control of the asset.

Where the Board has neither transferred nor retained substantially all the risks and rewards or transferred control, the asset is recognised to the extent of the Board's continuing involvement in the asset.

7. FINANCIAL INSTRUMENTS, CONTINGENCIES AND VALUATION

Categories of financial liabilities

Financial liabilities at amortised cost are initially recognised on the date they are originated. They are initially measured at fair value plus any directly attributable transaction costs. Subsequent to initial recognition, these financial instruments are measured at amortised cost with any difference between the initial recognised amount and the redemption value being recognised in profit and loss over the period of the interest bearing liability, using the effective interest rate method.

The Board recognises the following liabilities in this category:
- payables (excluding statutory payables); and
- borrowings (including finance lease liabilities).

De-recognition of financial liabilities:
A financial liability is derecognised when the obligation under the liability is discharged, cancelled or expires.

7.2 Contingent assets and contingent liabilities

Contingent assets and contingent liabilities are not recognised in the balance sheet but are disclosed and, if quantifiable, are measured at nominal value. Contingent assets and liabilities are presented inclusive of GST receivable or payable, respectively.

7.3 Fair value determination

This section sets out information on how the Board determined fair value for financial reporting purposes. 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.

Land, buildings, plant and equipment are carried at fair value.

Fair value hierarchy

In determining fair values, a number of inputs are used. To increase consistency and comparability in the financial statements, these inputs are categorised into three levels, also known as the fair value hierarchy. The levels are as follows:
- Level 1 – Quoted (unadjusted) market prices in active markets for identical assets or liabilities;
- Level 2 – Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable; and
- Level 3 – Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable.

The Board determines whether transfers have occurred between levels in the hierarchy by reassessing categorisation (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period.

The Valuer General Victoria (VGV) is the Board's independent valuation agency. In conjunction with VGV, the Board monitors changes in the fair value of each asset and liability through relevant data sources to determine whether revaluation is required.

How this section is structured

For those assets and liabilities for which fair values are determined, the following disclosures are provided:
- valuation techniques
- details of significant assumptions used in the fair value determination.

7. FINANCIAL INSTRUMENTS, CONTINGENCIES AND VALUATION JUDGEMENTS

7.3.1 Fair value determination: Non-financial physical assets

Valuation techniques and significant assumptions of non-financial physical assets measured at fair value

AASB 2022-10 Amendments to Australian Accounting Standards – Fair Value Measurement of Non-Financial Assets of Not-for-Profit Public Sector Entities amended *AASB 13 Fair Value Measurement* by adding Appendix F *Australian implementation guidance for not-for-profit public sector entities*. Appendix F explains and illustrates the application of the principles in AASB 13 on developing unobservable inputs and the application of the cost approach. These clarifications are mandatorily applicable annual reporting periods beginning on or after 1 January 2024. FRD 103 permits Victorian public sector entities to apply Appendix F of AASB 13 in their next scheduled formal asset revaluation or interim revaluation process (whichever is earlier).

The last scheduled full independent valuation of all the Board's non-financial physical assets was performed by VGV in June 2021. Annual fair value assessment for 30 June 2025 using VGV indices does not identify material changes in value. In accordance with FRD 103, the Board will reflect Appendix F in its next scheduled formal revaluation in June 2026 or interim revaluation process. All annual fair value assessments thereafter will continue compliance with Appendix F.

For all assets measured at fair value, the Board considers the current use is the highest and best use.

7.3.1.1 Specialised land and specialised property

The market approach is used for specialised land and specialised properties, although it is adjusted for the community service obligation (CSO) to reflect the specialised nature of the land being valued. The CSO adjustment is a reflection of the valuer's assessment of the impact of restrictions associated with an asset to the extent that it is also equally applicable to market participants. This approach is in light of the highest and best use consideration required for fair value measurement and takes into account the use of the asset that is physically possible, legally permissible, and financially feasible. As adjustments of CSO are considered as significant unobservable inputs, specialised land would be classified as Level 3 assets.

Land and property measured at fair value are revalued in accordance with Financial Reporting Directions (FRDs) issued by the Minister for Finance. Financial Reporting Direction 103 (FRD) determines the revaluation cycle to occur every five years and each year to use the land and building indices provided by the Valuer-General Victoria (VGV) to assess whether the land asset's carrying value still materially reflects its fair value for the class of asset. If the compound change in fair value is equal to or greater than 40% since the last scheduled valuation, the change is considered significant. Then the Board will need to engage the VGV to conduct the revaluation/reassessment exercise. An independent valuation of the Board's specialised land and specialised property was last performed by the VGV in 2021. The effective date of the valuation is 30 June 2021. Land revaluation is conducted by management (Managerial Revaluation) on a yearly basis using the indexes provided by the VGV to take into account the incremental change in land value, rather than absorbing the valuation every five years. A managerial revaluation is performed if the compound change in fair value is equal to or greater than 10% since the last scheduled valuation. At 30 June 2025, a managerial revaluation was conducted on the Board's specialised property as the compound change in fair value was greater than 10% since the last scheduled valuation in June 2021.

7. FINANCIAL INSTRUMENTS, CONTINGENCIES AND VALUATION

7.3.1.2 Plant and equipment

Plant and equipment are held at fair value. When plant and equipment is specialised in use, such that it is rarely sold other than as part of a going concern, fair value is determined using the current replacement cost method. As depreciation adjustments are considered as significant, unobservable inputs in nature, these assets are classified as Level 3 fair value measurements.

7.3.1.3 Vehicles

Vehicles are valued using the current replacement cost method. The Board acquires new vehicles and at times disposes of them before the end of their economic life. The process of acquisition, use and disposal in the market is managed by experienced fleet managers through VicFleet who set relevant depreciation rates during use to reflect the utilisation of the vehicles. As depreciation adjustments are considered as significant, unobservable inputs in nature, these assets are classified as Level 3 fair value measurements.

7.3.1.4 Land and properties valuation

Apart from the scheduled 5-year formal valuation, land is revalued on an annual basis using the VGV's indices at 30 June each year. The yearly adjustment would minimise the impact of the increment or the decrement in value of land following a formal valuation. In June 2025, a managerial revaluation was conducted on the Board's specialised property as the compound change in fair value was greater than 10%.

Movement in physical asset revaluation surplus

		($ thousand)
Physical asset revaluation surplus	**2025**	**2024**
Balance at the beginning of the year	330,376	319,453
Revaluation land - decrements	(6,229)	(10,801)
Revaluation property - increments	-	21,724
Total physical asset revaluation surplus	**324,147**	**330,376**

7.3.1.5 Description of significant unobservable inputs to Level 3 valuation

2024 and 2025	Valuation technique	Significant unobservable inputs and range
Specialised land	Market approach	Community Service Obligation (CSO) adjustment ranging from 30% to 60% (to reduce the market value approach for the Board's specialised land).
Specialised property	Current replacement cost	Cost per metre square and useful life of specialised buildings
Plant and equipment and vehicles	Current replacement cost	Cost per unit and useful life of the asset

8. OTHER DISCLOSURES

Introduction

This section includes additional material disclosures required by accounting standards or otherwise for the understanding of this financial report.

Structure

8.1	Subsequent events	Pg. 96
8.2	Responsible persons	Pg. 96
8.3	Remuneration of executives	Pg. 97
8.4	Related parties	Pg. 97
8.5	Remuneration of auditors	Pg. 98
8.6	Reserves	Pg. 99
8.7	Other accounting policies	Pg. 99

8.1 Subsequent events

The policy in connection with recognising subsequent events is as follows. Where events occur between the end of the reporting period and the date when the financial statements are authorised for the issue:

• adjustments are made to amounts recognised in the financial statements where those events provide information about conditions that existed at the reporting date; and/or

• disclosure is made where the events relate to conditions that arose after the end of the reporting period that is considered to be of material interest.

There are no matters or circumstances that have arisen since the end of the financial year that have significantly affected or may significantly affect the operations of the Zoological Parks and Gardens Board, the results of those operations or the state of affairs of the Zoological Parks and Gardens Board in future financial years.

8.2 Responsible persons

In accordance with the Ministerial Directions issued by the Minister for Finance under the *Financial Management Act 1994* (FMA), the following disclosures are made regarding responsible persons for the reporting period.

Responsible Minister

The Hon Steve Dimopoulos, MP	Minister for Environment	1 July 2024 to 30 June 2025

Governing board members

Rebecca McKenzie	Chair	1 July 2024 to 30 June 2025
Tony Hallam	Deputy Chair	1 July 2024 to 30 June 2025
Marg Allan PSM		1 July 2024 to 30 June 2025
Dr Jennifer Beer		1 July 2024 to 30 June 2025
Dr Teresa De Fazio		1 July 2024 to 30 June 2025
The Hon Marsha Thomson		1 July 2024 to 30 June 2025
Professor Brendan Wintle		1 July 2024 to 30 June 2025
Dr Chloe Buiting		1 July 2024 to 30 June 2025
Erin Lightfoot		1 July 2024 to 30 June 2025

Chief Executive Officer

Dr Jennifer Gray	Accountable Officer	1 July 2024 to 30 June 2025

8. OTHER DISCLOSURES (CONTINUED)

8.2.1 Remuneration bands of responsible persons

The number of responsible persons and their relevant remuneration bands during the reporting period are shown in the table below.

(number)

Details	2025	2024
$10,000 - $19,999	8	8
$20,000 - $29,999	1	1
$380,000 - $389,999	-	1
$390,000 - $439,999	1	-
Total number of responsible persons	**10**	**10**
Total Remuneration ($ thousands)	**554**	**512**

8.3 Remuneration of executives

The number of executive officers, other than the minister and accountable officer, and their total remuneration during the reporting period are shown in the table below. Total annualised employee equivalents provide a measure of full-time equivalent executive officers over the reporting period.

Remuneration comprises employee benefits (as defined in AASB 119 Employee Benefits) in all forms of consideration paid, payable or provided by the entity, or on behalf of the entity, in exchange for services rendered. Accordingly, remuneration is determined on an accrual basis.

($ thousand)

Details	2025	2024
Total remuneration	**2,131**	**2,100**
Total number of executives	9	9
Total annualised employee equivalent – based on the time fraction worked over the reporting period	9	9

8.4 Related parties

The Board is a wholly owned and controlled entity of the State of Victoria. Related parties of the Board include
• all key management personnel (KMP) and their close family members and personal business interests (controlled entities, joint ventures and entities they have significant influence over);
• all cabinet ministers and their close family members; and
• all departments and public sector entities that are controlled and consolidated into the whole of state consolidated financial statements.

All related party transactions have been entered into on an arm's length basis.

8.4.1 Key management personnel (KMP)

Key management personnel of the Board include the Portfolio Ministers, the Hon Steve Dimopoulos, MP, governing board members and the Chief Executive Officer as detailed in section 8.2.

8. OTHER DISCLOSURES (CONTINUED)

8.4.2 Remuneration of key management personnel

The responsible persons and KMP for the Board are one and the same group of people. The remuneration for the KMP for the reporting period is outlined below. This excludes the salaries and benefits the Portfolio Minister receives. The Minister's remuneration and allowances are set by the Parliamentary Salaries and Superannuation Act 1968 and are reported within the State's Annual Financial Report and not included here.

($ thousand)

Compensation of KMP's	2025	2024
Total remuneration	554	512

8.4.3 Transactions and balances with KMP and other related parties

During the year, outside of normal citizen type transactions, there were no related party transactions that involved KMP, their close family members and their personal business interest with Zoos Victoria.

8.4.4 Significant transactions with state government-related entities

($ thousand)

	2025	2024
a) Department of Energy, Environment and Climate Action (DEECA)		
Amounts recognised as income in the Comprehensive operating statement. These grants are for the operations of the Board's activities.	40,816	42,631
b) Victorian Funds Managed Corporation (VFMC)		
Amounts invested with VFMC as at 30 June (refer note 4.2)	14,136	10,611
Amounts recognised as other economic flow in the Comprehensive operating statement. This is the investment distribution income earned from VFMC investments	1,266	573

8.5 Remuneration of auditors

($ thousand)

	2025	2024
Victorian Auditor-General's Office		
Audit and review of the financial statements	93	88
Total remuneration of auditors	**93**	**88**

8. OTHER DISCLOSURES (CONTINUED)

8.6 Reserves

8.6.1 Endowment reserve

($ thousand)

	2025	2024
Balance at the beginning of the financial year	10,496	5,385
Transfer of accumulated surplus comprising:		
Endowment funds received in the current year	2,500	4,516
Endowment funds recognised in the prior year	-	-
Investment distribution income reinvested	1,255	635
Endowment distribution for the year	(419)	(215)
Unrealised Endowment movement	176	175
Balance at end of financial year	14,008	10,496

The Board's Endowment Reserve is a long-term commitment that builds a capital base and will secure the future sustainability of the organisation. The capital is invested with VFMC's Balanced fund, with the distributions earned being used to fund projects that will further enhance the goals of the Board, including staff development, conservation, animal welfare and education.

8.7 Other accounting policies

8.7.1 Value of animal collections

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

8.7.2 Contributions by owners

Consistent with the requirements of AASB 1004 Contributions, contributions by owners (that is, contributed capital and its repayments) are treated as equity transactions and, therefore, do not form part of the income and expense of the Board. Additions to net assets that have been designated as contributions by owners are recognised as contributed capital. Other transfers that are in the nature of contributions to or disruptions by owners have also been designated as contributions by owners.

($ thousand)

	2025	2024
Opening balance	188,368	185,568
Contributed capital by owners(i)	2,812	2,800
Closing balance	**191,180**	**188,368**

(i) Capital contributed by owners is shown in the below table.

($ thousand)

	2025	2024
Expanding Werribee Open Range Zoo	2,812	-
Wildlife Hospital in the West	-	2,800
Total contributed capital by owners	**2,812**	**2,800**

Independent Auditor's Report

Victorian Auditor-General's Office

To the Zoological Parks and Gardens Board

Opinion	I have audited the financial report of the Zoological Parks and Gardens Board (the authority) which comprises the: • balance sheet as at 30 June 2025 • comprehensive operating statement for the year then ended • statement of changes in equity for the year then ended • cash flow statement for the year then ended • notes to the financial statements, including material accounting policy information • declaration in the financial report. In my opinion, the financial report presents fairly, in all material respects, the financial position of the authority as at 30 June 2025 and its financial performance and cash flows for the year then ended in accordance with the financial reporting requirements of Part 7 of the *Financial Management Act 1994* and Australian Accounting Standards - Simplified Disclosures.
Basis for opinion	I have conducted my audit in accordance with the *Audit Act 1994* which incorporates the Australian Auditing Standards. I further describe my responsibilities under that Act and those standards in the *Auditor's responsibilities for the audit of the financial report* section of my report. My independence is established by the *Constitution Act 1975.* My staff and I are independent of the authority in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* (the Code) that are relevant to my audit of the financial report in Victoria. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.
Board's responsibilities for the financial report	The Board is responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards - Simplified Disclosures and the *Financial Management Act 1994*, and for such internal control as the Board determines is necessary to enable the preparation and fair presentation of a financial report that is free from material misstatement, whether due to fraud or error. In preparing the financial report, the Board is responsible for assessing the authority's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless it is inappropriate to do so.

Level 31 / 35 Collins Street, Melbourne Vic 3000
T 03 8601 7000 enquiries@audit.vic.gov.au www.audit.vic.gov.au

ZOOLOGICAL PARKS AND GARDENS BOARD

Auditor's responsibilities for the audit of the financial report	As required by the *Audit Act 1994,* my responsibility is to express an opinion on the financial report based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report. As part of an audit in accordance with the Australian Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also: • identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. • obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the authority's internal control • evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Board • conclude on the appropriateness of the Board's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the authority's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the authority to cease to continue as a going concern. • evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation. I communicate with the Board regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

TMcQ

MELBOURNE
30 October 2025

Timothy Maxfield
as delegate for the Auditor-General of Victoria

ZOOS VICTORIA
Fighting Extinction

PO Box 74
Parkville, Vic. 3052
Elliot Avenue
Parkville Victoria

www.zoo.org.au

MELBOURNE ZOO

Elliott Avenue
Parkville, Vic. 3052
Tel: 1300 966 784
Fax: 61-3-9285 9350

HEALESVILLE SANCTUARY

Badger Creek Road
Healesville, Vic. 3777
Tel: 1300 966 784
Fax: 61-3-5957 2870

WERRIBEE OPEN RANGE ZOO

K Road
Werribee, Vic. 3030
Tel: 1300 966 784
Fax: 61-3-9731 9606

KYABRAM FAUNA PARK

75 Lake Road
Kyabram, Vic. 3620
Tel: 1300 966 784

VICTORIA State Government