

Annual Report

2025-26

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President and Chief Executive's report

This past year has been one of significant progress for Zoos SA, bringing together years of planning and investment with conservation outcomes that demonstrate why our work matters.

Across Adelaide Zoo and Monarto Safari Park, we have continued to evolve our sites, strengthen our welfare and conservation impacts, and create meaningful opportunities for people to connect with nature. At the same time, we have invested in the people, systems, and partnerships that enable us to deliver on our purpose as a conservation charity.

At Monarto Safari Park, one of the most significant milestones was seeing the completion of the founding Asian Elephant herd. The arrival of Putra Mas from Perth Zoo in November brought together five elephants at the Park and marked the culmination of years of collaboration across the Australasian zoo community. It was an incredibly powerful moment to stand beside Perth Zoo keepers as we watched Putra Mas roam the habitat on the day of his arrival, and realising in that moment: this was the first time in decades of caring for him, that they had ever lost sight of him across a habitat. It truly brought home the impact of years of dedicated work by teams across Zoos SA and the region, and exactly what this project provides for these incredible animals.

Throughout the year, our animal care teams carefully progressed introductions between individual elephants, including Permai and Tang Mo sharing habitat space for the first time in February, and rarely choosing to spend time apart since. Behind the scenes, work continued in preparation for Elephants of Asia to welcome visitors early in the new financial year.

Wild Africa also continued to develop, creating new opportunities for animal management, tourism, and immersive visitor experiences. Alongside Monarto Safari Resort and the newly opened Safari Lodge, which welcomed its first guests in March, we continue to develop new products including the Dawn and Sunset Safari and the Backroads Tour. Together, these experiences are showcasing Monarto Safari Park to new audiences and supported 88 per cent year on year growth in trade reseller business. Monarto Safari Park has truly become a must-see destination for local and interstate travellers, with international guests also increasingly aware of the truly unique experience we offer.

At Adelaide Zoo, Giant Pandas Xing Qiu and Yi Lan continued to capture the interest and hearts of visitors, while providing an important platform to share the conservation story of their species and the role international collaboration can play in protecting threatened species. Our broader animal care program also saw significant breeding and species management outcomes, from Orange-bellied Parrots and Regent Honeyeaters, to Red-tailed Phascogales and Western Swamp Tortoises.

Some of the smallest species in our care delivered some of the year's biggest conservation milestones.

In September, 17 Mallee Emu-wrens bred at Monarto Safari Park were released into the wild in South Australia. The release followed years of work by Zoos SA and conservation partners through the Mallee Conservation Action Plan, from developing husbandry knowledge for a species never previously held in human care to establishing a successful conservation breeding program. Eleven chicks fledged during the 2025-26 breeding season, taking the number successfully hatched and fledged at Monarto Safari Park to 26 over three years. This is thrilling progress for a species once considered locally extinct in South Australia, and while we are incredibly proud of what has been achieved, we recognise that there is still much to do.

Our team also continued breeding Plains-wanderers for future release, celebrated Monarto Safari Park's first Malleefowl chick, and supported the recovery of Warru in the Anangu Pitjantjatjara Yankunytjatjara (APY) Lands.

At Adelaide Zoo, our Red-tailed Phascogale program continued to demonstrate the direct contribution conservation breeding can make to species recovery. In May, 75 zoo-bred animals were released in partnership with Australian Wildlife Conservancy into Scotia Wildlife Sanctuary, returning the species to landscapes where it had become locally extinct.

Beyond our sites, we continued to work alongside conservation organisations, Traditional Owners, government agencies and communities on species recovery and habitat protection. This includes our ongoing involvement in Marna Banggara, Warru recovery, and a range of species recovery teams, advisory boards, and conservation programs.

Alongside the many great joys of births, arrivals, and conservation successes we celebrated this year, there were also difficult losses across our sites. We said goodbye to much-loved animals including primates Chappi, Niari, Adale, Jasiri and Tabah at Adelaide Zoo, losses which will have longer-term impacts on their social groups. The unexpected loss of a young Spotted Hyena cub at Monarto Safari Park was deeply felt by the team caring for the clan.

Each loss is different, but each is felt by the people who care for these animals and, in many cases, by members, volunteers and visitors who have formed their own connections with them over many years. It is a great privilege to be part of every animal's life, and with that comes a responsibility to provide the care, enrichment, and support for every animal to live the very best life we can provide, no matter how long or short that life may be. We acknowledge our animal care and veterinary teams for the expertise, compassion, and dedication they bring to every stage of an animal's life.

Animal welfare remained the cornerstone of how we operate. During the year, we strengthened welfare assessment processes, reviewed Animal Visitor Interactions, and continued the work of our independent Animal Welfare and Ethics Committee. Specialist veterinary partnerships supported complex clinical care, while our teams continued to build knowledge and adapt management practices around the individual needs and behaviours of the animals in our care.

This commitment was reflected in the significant decision to cease buses travelling through the carnivore precinct at Monarto Safari Park. We recognise this marked the end of a much-loved experience that has been part of a day at Monarto Safari Park for many years, and one that many of our members, volunteers and visitors have a strong connection to. As our understanding and approach to animal care continue to evolve, so too must the way we manage our sites and experiences. The decision reflects our responsibility to put the needs of the animals in our care at the heart of all we do, while we look to the future of the carnivore precinct and exciting new ways for visitors to connect with these species.

Connecting people with this work is equally important. Membership grew 10 per cent to 52,228 Annual and Life Members, providing a growing community of people connected to our sites and purpose. Wild Learning programs, major events, new visitor experiences and digital storytelling created further opportunities to reach audiences, while initiatives including A to Zoo Access, Relaxed Zoo Sessions, and community ticketing partnerships helped make those opportunities available to more people.

Our partners and supporters continued to play an important role, contributing approximately $1.67 million in support across conservation, programs, experiences, habitats and infrastructure. We are grateful to every donor, member, corporate and community partner, volunteer and visitor whose generous support enables our work.

We also made important progress in reducing the environmental impact of our operations. Adelaide Zoo achieved a 99 per cent waste diversion from landfill rate, and Monarto Safari Park 80 per cent, while water use at Adelaide Zoo reduced by 30 per cent following the installation of smart water meters. We completed our carbon emissions scoping and established a target to reduce Scope 1 and 2 emissions by 50 per cent by 2030-31.

Not one of these achievements would be possible without our people. The passion and dedication of staff across Zoos South Australia and their commitment to our purpose shapes every visitor experience, every animal welfare outcome, and every conservation success. During the year we continued to invest in professional development, workplace wellbeing and the systems that support our teams. Our employee Net Promoter Score (eNPS) increased from 22 in October 2024 to 49.6 in May 2026, a significant improvement in employee engagement. We also continued to strengthen our digital infrastructure, cyber security, governance and internal systems to support an organisation that is growing in both scale and ambition.

As the year drew to a close, the detection of H5N1 Highly Pathogenic Avian Influenza (HPAI, or H5 bird flu) in South Australia brought a new challenge. Zoos SA had been preparing for the likely arrival of H5 bird flu for some time, working with government, veterinary authorities, and the zoo community to protect the vulnerable species in our care. Preparing for something of this scale and having it arrive on your doorstep are, of course, two very different things. Yet the professionalism of the Zoos SA team held fast as our preparedness plans were put into action in a very rapidly changing environment. Following confirmation of H5 bird flu in South Australia on 24 June, precautionary biosecurity measures were implemented across our sites, while we continued to support the coordinated response across Species Management Programs and Recovery Teams for threatened species.

Looking back across 2025-26, there is much to be proud of, but perhaps the clearest thread is collaboration. From returning tiny Mallee Emu-wrens and Red-tailed Phascogales to the wild, to bringing together an Asian Elephant herd; from improving the sustainability of our operations to reaching more members, learners and visitors; our impact is made possible by people working together, because conservation cannot happen in isolation.

We extend enormous thanks to our staff and volunteers for the expertise, care, and commitment they bring to our sites every day; to the Society Board, for generously donating their time, expertise, and guidance; and to our members, donors, and partners for standing alongside us with such generous support. And to every person who visited Adelaide Zoo or Monarto Safari Park during the year, thank you for taking the time to learn, enjoy, and explore with us.

Together, we continue to connect people with nature and save species from extinction.

Kathryn Houses AM
President

Dr Phil Ainsley
Chief Executive

Board members and governance

In line with the rules of the Society, Zoos SA is governed by a volunteer board with members donating their time and professional expertise.

Board members are responsible for the performance of the incorporated association. The board draws on and applies relevant corporate governance principles and practices, has approved a charter and ensures conflicts of interest are considered at every meeting.

Day-to-day management of the business is delegated by the board to the Chief Executive and senior management team, with quarterly performance reports provided to the board from the Chief Executive.

Zoos SA Board members

Kathryn House AM

President

Kathryn is a former educator and administrator with a background in aged care and association management and Chinese language teaching, who now commits her time in the community to actively encourage the growth of philanthropy. Kathryn received an Order of Australia (AM) in 2020 in recognition of her service to the community.

Kathryn is Chairperson of Impact 100 (SA), a collective giving circle, which works to raise the profile of charities in our community and also sits on several boards including the South Australian Health and Medical Research Institute and Grandcarers SA.

Kathryn is also a community ambassador for Catherine House Inc, supporting women who are experiencing homelessness, and is also founder and chair of Young Impact, a collective giving group for school aged children and co-founder of Powerful Women, a networking group for women in our community.

Ursula Bradshaw

Vice President

Ursula is an Assurance Director with EY, with qualifications and memberships in Accountancy in both Australia and the United States.

She has over 16 years' experience as a qualified Chartered Accountant working with various publicly traded companies, and not-for-profit entities in Australia and the United States.

Ursula has gained experience and understanding of strong governance and best practices through extensive involvement with audit client Boards, and through serving on the Board of various Not-For-Profit entities and Associations.

Mark Craig

Board Elected Member

Mark has been involved with zoos and wildlife conservation his entire working life. For over 40 years, Mark has had the privilege of working within the zoo community, including nearly 20 years at Adelaide Zoo and Monarto as a Keeper, Curator, Manager, and Director, followed by 15 years in the United Arab Emirates at Al Ain Zoo as Director and Advisor.

Mark's experience and expertise within wildlife facilities span conservation and research, project management, government liaison, finance, and advocating for strong connections between wildlife and the community. Throughout his career, he has remained focused on how zoos can enrich the lives of both local and international communities. Connecting people to wildlife remains a cornerstone of the modern zoo, while conservation, education, wildlife management, and financial stewardship continue to drive excellence in zoo governance.

Adelaide Zoo and Monarto Safari Park are wildlife conservation and education icons of South Australia. Much has been achieved on this journey, and even more is possible. It is this belief and energy that Mark brings as a Board Member of the Royal Zoological Society of South Australia.

Ana Koch

Board Elected Member

Ana Koch is a lawyer, Notary Public, philanthropist and experienced non-executive director with a strong commitment to South Australia's community, cultural and not-for-profit sectors.

Ana is Chair of The Mill, a leading South Australian arts organisation, and a Director of GiveSA, the organisation supporting and strengthening philanthropy across South Australia through initiatives including Giving Week SA and the SA Philanthropy Network. She is also co-founder of the Ana and Christopher Koch Foundation, through which she supports arts, cultural and community initiatives.

Building on an international corporate career spanning law, commercial leadership and supply chain management, Ana has lived and worked in Singapore, Tokyo and Sydney and worked with major global organisations including Ashurst and Yum! Brands. She is now a family office principal, practising Notary Public and photographic artist.

Ana is a Graduate of the Australian Institute of Company Directors' Company Directors Course and holds degrees in Commerce and Law with Honours from UNSW. She has also undertaken executive education at Stanford Graduate School of Business.

A Zoos SA Life Member and mother to a young son, Ana has a particular interest in strengthening community engagement with Adelaide Zoo and Monarto Safari Park, building sustainable philanthropic support for conservation, and ensuring future generations develop a meaningful connection with wildlife and the natural world.

Peter McCarthy

Board Elected Member

Peter is a retired Clinical Biochemist. He and his colleague, the late Brian Rich, set up the laboratory in Adelaide Zoo's Animal Health and Research Centre in late 1999.

Both were honoured by the then Board as Honorary Research Associates in 2003 for their contribution to the zoo in providing a service to the Veterinary staff as an aid to diagnosis and treatment of our animals and for their research work. In 2019 Peter was part of the six person team who won "The Unsung Hero" Award of South Australian Science.

Peter's interests lie in expanding the services that the Animal Health's Reseach Centre currently offers and encouraging a greater commitment to research.

Sylvia Rapo

Board Elected Member

As a Zoos SA Life Member, Sylvia has been passionate about animal welfare, the environment, and conservation since childhood. After completing an honours degree in marine biology at Flinders University, she began her career as a science and environment television reporter in Adelaide. Through this role she first connected with Zoos SA to share stories to raise public awareness about conservation and the environment.

For the past 25 years, Sylvia has worked in corporate communications and government relations where she has used her skills to drive philanthropy and partnerships. Sylvia introduced major corporate partners to Zoos SA in order to secure vital financial support for Adelaide Zoo and Monarto Safari Park programs, including Lions 360. More recently she has used her broad network to extend the reach of fundraising programs, such as the community effort to welcome Asian Elephants to Monarto Safari Park.

Sylvia brings to the board her extensive networks across all levels of government, business and the community, along with her expertise and knowledge of how partnerships and philanthropy can achieve conservation outcomes. Sylvia is dedicated to strengthening Zoos SA's role as a leader in international conservation, education, and inspiring grass roots community action.

Eoin Loftus

Board Appointed Member

Eoin Loftus is a senior tourism industry advisor and former hotel group Chief Executive Officer with more than 30 years of operational, development and governance experience across the visitor economy. Beginning his career in hotel operations in 1993, he progressed through successive leadership roles to serve 12 years as CEO of a multi property accommodation group, being a lead in the design, construction and operation of six accommodation hotels across South Australia, including the Majestic M Suites development in 2021.

Eoin operates three specialist consulting practices — Loftus Business Advisory, Hotel Profit Boost, and Hotel Refurbs — through which he provides advisory services across the tourism sector. His work supports accommodation operators, regional tourism organisations, government agencies and wider visitor economy businesses, with a focus on commercial performance, feasibility analysis, refurbishment strategy and major project de risking. His proprietary commercial frameworks, developed over three decades of practical industry experience, have delivered more than $17 million in annual profit uplift recommendations for tourism businesses.

He has held significant governance roles within the sector, including six years as Chair of the Tourism Industry Council South Australia, and previously served on the International College of Hotel Management – Academic Board. Eoin currently serves on the Boards of the South Australian Tourism Commission and Zoos South Australia. He is a graduate of the Australian Institute of Company Directors and the Adelaide University Business School.

Matthew Romaine

Board Appointed Member

Matthew is the General Manager City Futures at the City of Charles Sturt, where he leads a diverse portfolio spanning city planning, development, transport and mobility, open space, economic growth, strategic partnerships and innovation.

With more than 20 years' experience in local government, Matthew has built a reputation for driving strategic change, forging partnerships across government and industry, and delivering complex initiatives that create long-term community value. His expertise includes governance, urban planning, infrastructure, organisational leadership and securing investment to support transformational projects.

Matthew is passionate about the role that iconic institutions play in shaping South Australia's future. As a Board Member of the Royal Zoological Society of SA, he brings a strong focus on strategic growth, commercial partnerships, government relations and long-term sustainability, supporting Zoos SA to continue inspiring conservation, education and exceptional visitor experiences for future generations.

Matthew holds a Bachelor of Urban and Regional Planning (Honours) and is a graduate of the Governor's Leadership Foundation program.

Julieann Riedstra

President

Julieann is a former public sector senior executive and is currently a member of a number of government boards and committees. She is a Fellow of Certified Practicing Accountants (CPA) Australia and a Graduate of the Australian Institute of Company Directors (AICD). Julieann has been a member for many years and became a Life Member in 2008. Julieann retired from the Board in November 2025.

Dennis Mutton JP

Dennis is an independent consultant in the fields of natural resource management, primary industries, regional growth initiatives and leadership development. He is a fellow of the Australian Institute of Company Directors (AICD) and holds a range of board directorships in government, business and not-for-profit organisations. Dennis retired from the Board in November 2025.

Gavin Bates

Gavin is a Senior Relationship Executive with the Commonwealth Bank, with qualifications and memberships in Accountancy, Finance and the Australian Institute of Company Directors. He has over 25 years' experience as a qualified Chartered Accountant and in Corporate Banking both domestically and internationally. Gavin retired from the Board in April 2026.

Kate Hartwig

Board Secretary/Public Officer

Kate has had a long career in not-forprofit organisations having been CEO of a range of industry, professional and charitable organisations in Adelaide, Sydney and Melbourne. She was appointed as the

Zoos SA Board Secretary and Public Officer in 2013. Kate is a life member and a volunteer at Monarto Safari Park.

External Committee Members

Ben Turner

Ben is Head of Technical Governance and Assurance at ASC, with 20 years' experience in engineering, technical governance, risk and operational leadership across defence, resources, and manufacturing. He has previously held senior engineering and risk leadership roles across numerous countries.

Ben is a Chartered Professional Engineer, Fellow of Engineers Australia and Engineering Executive, and holds a Bachelor of Engineering (Mechatronics) and Master of Project Management. He brings extensive experience in technical assurance, risk management, governance and organisational leadership.

Ben is an External Member of the Zoos SA Risk and Governance Sub-Committee.

Fiona Hancock

Fiona is a Partner in EY's Climate Change and Sustainability practice with more than 20 years' experience advising governments, corporations and investors on sustainability, decarbonisation, climate risk and reporting. With qualifications in engineering, business and energy policy, she brings a multidisciplinary perspective to complex challenges. Fiona works with Boards and executives to navigate the risks and opportunities of the transition to a lower emissions economy and integrate climate and sustainability considerations into strategic decision-making.

Fiona is an External Member of the Zoos SA Finance and Audit Sub-Committee.

Board Meeting attendance

Board meeting attendance 2025-26

Board Member	Position held	Number of meetings eligible to attend	Number of meetings attended	Comments
Kathryn House AM	President	8	8	Elected 23/11/2023 appointed Vic President 21/11/2024. Appointed President 20/11/25.
Ursula Bradshaw	Vice President	8	8	Appointed 6/12/2022. Filled casual vacancy from May 2025. Appointed VP 20/11/25.
Peter McCarthy	Board Member	8	8	Elected 16/12/20
Eoin Loftus	Board Member	8	7	Appointed 02/05/23
Ana Koch	Board Member	8	8	Elected 21/11/2024
Sylvia Rapo	Board Member	6	6	Elected 20/11/25
Mark Craig	Board Member	6	6	Elected 20/11/25
Matt Romaine	Board Member	1	1	Appointed 01/06/26
Julieann Riedstra	Former President Retired Board member	3	3	Elected 27/8/13 Vice President 24/11/16 then President from 21/11/19. Retired 20/11/25.
Dennis Mutton	Retired Board member	3	3	Elected 24/11/2016 Vice President from 21/11/19 until 16/11/21 Reappointed Vice President from 2/05/2023 VP ended 23/11/23. Retired 20/11/25.
Gavin Bates	Retired Board member	7	7	Appointed 7/12/2021. Retired 28/04/26.
Kate Hartwig	Secretary	3	3	Appointed 28/11/13 Resigned 21/11/2025

Finance and Audit Sub-Committee Attendance 2025-26

Board Member	Position held	Numbers of meetings eligible to attend	Number of meetings attended	Comments
Ursula Bradshaw	Committee Member Chair	10	9	Commenced 21/10/21. Chair from 20/11/25.
Kathryn House AM	Committee Member	3	2	Commenced 23/04/26
Eoin Loftus	Committee Member	3	1	Commenced 23/04/26

Gavin Bates	Committee Member	10	9	Commenced 31/05/18
Fiona Hancock	Committee Member	2	1	Commenced 21/05/26.
Aly McGregor	Committee Member	2	1	Commenced 21/05/26. Retired following the June meeting.
Dennis Mutton	Chair	5	5	Commenced 23/2/16 Chair from 23/11/17. Retired 20/11/25.
Julieann Riedstra	Committee Member	5	4	Commenced 23/2/16. Retired 20/11/25.

Risk and Governance Sub-Committee Attendance 2025-26

Board Member	Position Held	Number of meetings eligible to attend	Number of meetings attended	Comments
Eoin Loftus	Chair	3	3	Commenced 11/03/2025 and appointed Chair. Retired 19/05/26.
Julieann Riedstra	Committee Member	2	2	Commenced 21/11/2019. Retired 20/11/25.
Ben Turner	Committee Member	4	4	Commenced 14/03/2023
Ana Koch	Committee Member Chair	4	3	Commenced 11/03/2025. Appointed Chair 19/05/26.
Mark Craig	Committee Member	1	1	Commenced 19/05/26
Kathryn House AM	Committee Member	1	1	Joined 18/03/26. Retired May 26.
Kate Hartwig	Committee Member Secretary	2	2	Commenced 28/11/2013. Retired 20/11/25.

Business goals

Zoos SA purpose

As a conservation charity, Zoos SA exists to connect people with nature and save species from extinction.

Strategic Directions 2023-2028

Zoos SA's five strategic directions set the agenda for what we intend to deliver over the next five years.

- Achieving positive and impactful outcomes for conservation
- Delivering expertise and excellence in wildlife care and animal welfare
- Connecting with and influencing our audience
- Demonstrating and championing environmental sustainability
- Innovating and growing our organisation.

Business Plan

Our Business Plan sets the actions needed to continue delivering on our five key directions.

This financial year, Zoos SA tracked and reported progress against actions outlined in its business plan. Out of 39 individual tasks, 32 were achieved or on track with the remaining six partially completed, and one task re-scheduled for action in 2026/27.

Year in review: Key numbers

671,172 people visited Adelaide Zoo and Monarto Safari Park

477 animals were born during 2025-26

10 Zoos SA priority conservation projects in Australia supported

7 additional conservation projects in Australia supported

14 Zoos SA priority conservation projects internationally supported

$35.2 million in free media coverage reached an estimated audience of 1.09 billion

1.9 million website users

453,800 followers on social media (Facebook, Instagram, LinkedIn, Twitter and YouTube)

401 employees across both sites

Over 470 registered volunteers across both sites donating over 83,000 hours of service

5,723 life members

46,505 annual members

53,883 Students through WILD Learning

Year in review: Finance snapshot

2025-26 saw an operating loss of $1,161,630 and a net loss after financing income and expenses of $1,170,461.

Total admissions for the 2025-26 financial year totalled just over 671,000 and were 2.4% more than the prior year. 2025-26 attendance was the second highest attendance result for Zoos SA, with Monarto Safari Park recording its highest ever attendance. Admission income for 2025-26 grew by nearly 15% on the 2024-25 result, which was driven largely by an increase in paid attendances at Monarto Safari Park.

Membership at Zoos SA remained strong during 2025-26 with overall member numbers being just over 52,000 at the end of June 2026, with membership income 6.4% higher than 2024-25.

Retail sales had strong growth during the 2025-26 year and totalled $4,388,573 across both sites. This was a 14% increase on the prior year, which was driven largely by the increase in attendance at Monarto Safari Park, as well as increased sales from Monarto Safari Resort and Safari Lodge guests.

Tours and experience income increased by 77% on 2024-25. This increase was due to the Tours associated with the Wild Africa precinct, which saw a full year of operation at Monarto Safari Resort, and 3 months of operation at the Safari Lodge.

Event income was 9.5% higher than 2024-25, due to the ongoing success of our Universal Kingdom winter event, which is run in partnership with Illuminate Adelaide. This event generated over $1,291,000 in income, which was 15% higher than the previous year's event results.

We received bequest income of $695,684 during the year, as well as corporate support from in-kind contributions and sponsorships of $1,809,882. This was a 9.4% increase on 2024-25, which is an excellent result given the challenging corporate sponsorship market.

Donations income amounted to $2,014,269, with $1,467,000 of this being used to support capital investment. This enabled us to fund several projects, including the construction of our Elephants of Asia precinct at Monarto Safari Park, and to continue investment in our Wild Africa precinct.

Operating expenses increased on 2024-25 by 11.5%. Animal care costs increased significantly during the year, as a result of having to import bamboo for our 2 Giant Pandas from interstate following a localised flowering event which had a detrimental effect on our own bamboo plantation. Maintenance expenses increased by 25% on the prior year which included urgent site equipment maintenance as well as additional costs associated with maintaining vehicles at Monarto Safari Park. Utility costs have similarly increased as we continue to see price increases for electricity across both sites, as well as greater water usage at Monarto Safari Park for elephants.

Salaries and wage costs increased by 16% on the prior year which reflected increases to staffing to support business growth, in particular for the Wild Africa income-generating precinct.

We invested $5,170,000 in capital during 2025-26 ($7,170,000 in 2024-25). Of this, $3,175,000 was for finalising the development of our Asian Elephant precinct at Monarto Safari Park which officially opened completely to visitors in July 2026. We also invested $271,000 in further development of our Wild Africa precinct, and $286,000 in IT hardware. We continue to invest in maintenance and improvement capital, balancing the need for maintenance investment with the requirement to invest in new and exciting facilities.

We maintained an investment portfolio during the 2025-26 financial year which returned dividends of $27,554.

The ANZ debt balance at 30 June was $2,912,500, and included principle repayments of $637,500 during the year.

In updating our rolling 5-Year Business Plan, we have prepared forward estimates that enable reduction of our ANZ facilities from within our annual operating budget. This is forecasting that debt repayments will continue to be made in the 2026-27 financial year. The repayment schedule is regularly discussed with ANZ and the State Government.

KEY ACHIEVEMENTS:

- Admissions growth at Monarto Safari Park
- Paid admissions revenue increase
- Safari Lodge tours commenced through Wild Africa
- Monarto Safari Resort tours continued to grow in popularity
- Growth in education, event, sponsorship, membership, and retail revenue
- $5.17m invested in capital projects, including the Asian Elephant precinct and other animal habitat enhancements
- Maintenance of site assets and equipment increased on previous years
- Controlled cash flow.

Strategic Direction 1: Achieving positive and impactful outcomes for conservation

Our role in conservation has never been more important. Our planet is experiencing rapid loss of biodiversity and the deterioration of nature at unprecedented rates. Not only are species being lost, but our reliance on nature to provide for our economies, livelihoods, food security, health, and quality of life has become negatively impacted.

Growing our capacity to act, invest, and achieve positive outcomes for conservation has been a core focus for this year. We continue our efforts in species management, species recovery, and release-to-the wild initiatives as a critical part of our work to support the long-term security of native and international threatened species. We also continue our revegetation efforts, establishment of surrogate sites for native species, community conservation partner support, and advocacy, where aligned with our mission.

Our Conservation Directions has served as a sound framework to determine the types of projects and partnerships that we support directly through our conservation expenditure – locally, regionally, and globally.

We also continue working collectively on national and global conservation initiatives with the World Association of Zoos and Aquariums (WAZA), International Union for the Conservation of Nature (IUCN), and the Zoo and Aquarium Association of Australasia (ZAA).

Land Management

Monarto Safari Park is home to at least 11 native plant species rated as rare, vulnerable, or threatened in South Australia. During the year, the Mallee Minder volunteer group planted 787 native plants, including six of these threatened species, as part of continued restoration across seven habitats and two amenity areas at Monarto Safari Park and Wild Africa. This included completion of rehabilitation works at the sand dune restoration site, which began in 2016.

Horticulture, Land Management and Volunteer teams continued invasive weed and vertebrate pest management across the Park to protect native vegetation and threatened plant species. This included the use and monitoring of biological controls for Bridal Creeper and Horehound, working alongside Conservation Land Management TAFE students and the Murraylands and Riverland Landscape Board.

Woodland bird surveys were conducted across 11 long-term monitoring sites in Spring and Autumn, with three species classified as vulnerable or rare under South Australia's *National Parks and Wildlife Act, 1972* recorded, including Restless Flycatcher, Hooded Robin and Southern Whiteface. Survey data was contributed to BirdLife Australia's BirdData platform, and is a valuable contribution to the newly launched ReBird the Ranges program and broader efforts to conserve threatened Mount Lofty Ranges woodland birds.

SD ID	Actions for 2025-26	Achievements

1.1	Guided by our Conservation Directions, continue to target and support projects and partnerships to make the most impact on the long-term conservation of species.	• Supported the Marna Banggara program to survey populations of Yalgi (Brush-tailed Bettong) and Southern Brown Bandicoot, helping assess the success of Yalgi reintroductions to Dhilba Guuranda-Innes National Park, and the viability of Southern Brown Bandicoot as the program's next rewilding species. • Supported the successful translocation of 170 Warru (Black-flanked Rock-wallaby) from the Pintji exclosure in the APY Lands to suitable rewilding sites: 40 (May 2026), 130 (June 2026), in partnership with Traditional owners of the APY Lands, APY Land Management, Alinytjara Wilurara Landscape Board, SA Department for Environment and Water, University of Adelaide, and Ecological Horizons Pty Ltd. • Continued cooperation with other members of the South Australian Nature Alliance (SANA) to support, through advocacy or direct action, various conservation efforts within the State such as response to the coastal Algal Bloom.
1.2	Continue to be part of Australasian and Global Species Management Programs to support global conservation efforts.	• Continued breeding Plains-wanderer, Orange-bellied Parrot, Greater Bilby, Ring-tailed Lemur, Plains Zebra, giraffe, Eland, Addax, and Waterbuck as part of ZAA Species Management Programs (SMPs). • Supported three staff to voluntarily contribute to and perform duties associated with holding endorsed roles within ZAA Species Management Programs.

1.3	Manage conservation breeding programs to support recovery actions, including maintenance of genetically healthy insurance populations and successful return of species to the wild.	• 17 Mallee Emu-wrens bred at Monarto Safari Park were released to the wild in South Australia. A significant milestone for a species considered locally extinct throughout the State. • Released 74 Red-tailed Phascogales to Scotia Wildlife Sanctuary, in partnership with the Australian Wildlife Conservancy. A further six Red-tailed Phascogales were released to Secret Rocks Wildlife Sanctuary on the Eyre Peninsula, with discussions underway to establish a longer-term conservation partnership. • Opened the Orange-bellied Parrot Conservation Aviary at Adelaide Zoo. This provides a home for birds unsuitable for release, increasing capacity within the breed-for-rewilding program and creating new opportunities to engage visitors with this Critically Endangered species and its recovery. • Eight Orange-bellied Parrot chicks successfully bred as part of the ex-situ breeding program. • Six Regent Honeyeater chicks successfully bred as part of the ex-situ breeding program. • Bred and released 200 Murray Hardyhead into a surrogate waterhole as part of the *Big Little Fishes* program, supporting the conservation of threatened native freshwater fish. Successfully propagated and planted native aquatic vegetation in Wild Africa's Amboseli waterhole to support the freshwater fish conservation program. • Western Swamp Tortoises sperm storage trials undertaken at Adelaide Zoo to support the species' conservation breeding program.

1.4	Improve native habitats at Monarto Safari Park and regionally through restoration, revegetation, and effective land and pest management.	• Completed full electrification of the Mallee Sanctuary fenceline, strengthening security and protection against introduced predators. • Revegetation work in support of the South-eastern Red-tailed Black Cockatoo continued during the reporting period, with seven remnant vegetation property plans developed, 20 hectares of revegetation work undertaken, five remnant vegetation sites fenced, and plant survival surveys conducted to determine % success at stringybark/buloke revegetation sites planted the previous year. • Undertook cat and fox baiting within the Aroona Sanctuary to help protect the Yellow-footed Rock-wallaby population.
1.5	Grow resources for conservation action by creating new fundraising models, partnerships, and attracting external funding sources.	• Secured funding through three Landscape Board Grassroots Grants: approx. $7,000 for the Arid Lands Aroona project; partial funding for the Murraylands and Riverland Seed Production Area; and with a $49,000 application for the Green Adelaide Re-bird the Ranges Aviary project awaiting an outcome. • Increased mobile device recycling through the *They're Calling on You* program, with $9,494 generated to support Chimpanzee conservation through the Tacugama Chimpanzee Sanctuary in Sierra Leone. • Generated additional conservation funding through select part-proceeds from Zoo Shop products, contributions from the newly opened Monarto Safari Resort, and sponsorship initiatives such as Asahi's '10 cents per sale' conservation support, which has donated $5,573 towards Orange-bellied Parrots, and $4,277 towards Mallee Emu-wren care and conservation.
1.6	Continue the Aboriginal Learning on Country Program (ALoC) and Student Trainee Program at Monarto Safari Park.	• Supported ongoing study towards a Certificate III in Conservation and Ecosystem Management through the Aboriginal Learning on Country (ALoC) program.
1.7	Foster opportunities to expand indigenous engagement in conservation.	• Hosted Ngarrindjeri Aboriginal Corporation members and junior members at Monarto Safari Park's Wild Africa for the Southern Purple-spotted Gudgeon release in December 2025.

1.8	Share expertise, deliver research and develop partnerships always aiming to break new ground in conservation practice.	• Initiated discussions to establish an ongoing conservation partnership with Secret Rocks Nature Reserve and wildlife sanctuary in South Australia. • Contributed conservation expertise to State and Federal Government consultation processes, including the Northern and Yorke Landscape Board's landscape management plan and the Syngnathidae Recovery team.
1.9	Provide advice on key conservation issues and policy to the zoo industry, government and other conservation organisations.	• Contributed expertise through participation in species Recovery Teams and conservation programs, including Big Little Fish, South-eastern Red-tailed Black Cockatoo, Warru, Plains-wanderer, Orange-bellied Parrot, Pygmy Blue-tongue, and Marna Banggara.

Strategic Direction 2: Delivering expertise and excellence in wildlife care and animal welfare

Over the years, greater knowledge of animal welfare, habitat design and scientific discovery has seen our sites accredited and internationally acclaimed. We are dedicated to providing a thriving, rewarding life for every animal in our care. Demand for our expertise to treat and care for wildlife impacted by extreme weather events and the increasing risk of disease outbreaks has never been greater.

Caring for the health of over 3,000 animals across Adelaide Zoo and Monarto Safari Park is always our priority.

In addition to maintaining our ZAA accreditation status, Zoos SA continues to develop our model of animal welfare management. Our Animal Welfare and Ethics Charter and associated animal welfare strategy supports our aim for optimal animal welfare standards.

Assessments of our Animal-Visitor Interactions are also important in ensuring positive, enriching experiences for both animals and visitors. In late 2025, all Animal-Visitor Interactions across Adelaide Zoo and Monarto Safari Park were assessed as part of our commitment to continuous improvement, with several experiences evolving to further strengthen welfare, safety, and the visitor experience.

In addition to the care of animals across both sites, our animal health team acts as a hub for zoological research, teaching, training and field support.

We continue to respond to emergency animal health and wellbeing cases brought in by wildlife organisations and government agencies. Our expertise and resources are regularly called upon to provide triage and recovery to wildlife impacted by extreme weather events and bushfires. We continue to monitor emerging threats such as Avian Influenza, developing strategies to safeguard our collection, working with government agencies and other zoos around Australia as we do so.

SD ID	Actions for 2025-26	Achievements
2.1	Maintain a genetically diverse collection of animals on our sites providing the highest level of animal welfare and husbandry practice.	• Managed animal populations across Adelaide Zoo and Monarto Safari Park in accordance with recommendations from the Zoo and Aquarium Association of Australasia (ZAA) through their Annual Report and Recommendations (ARR) for ZAA-managed species, with other species outside these programs managed to support the best possible genetic outcomes. • Bred or transferred more than 700 animals into Adelaide Zoo and 270 animals into Monarto Safari Park in the last 12 months, supporting diverse and sustainable animal populations.

2.2	Contribute expertise and in situ responses to wildlife emergency events (including wild fauna triage and recovery from bushfires, extreme weather events, disease and epidemics).	• Provided wildlife health support to cases brought in for assessment and/or treatment at Adelaide Zoo and Monarto Safari Park, and beyond our gates. • More than 320 wildlife cases were presented for assessment across both sites during the reporting period. Adelaide Zoo saw approximately two thirds of these cases. • At Adelaide Zoo the wildlife caseload was 45% Mammals, 50% Birds, 5% Reptiles/ Amphibians; 50% were presented from offsite locations with the other 50% from within the AZ site. Almost 20% were externally rehabilitated or released to the wild with 20% receiving medium term AHD Hospital care. • At Monarto Safari Park the wildlife caseload was 40% Mammals, 40% Birds, 20% reptiles/amphibians; 80% were cases from free-living wildlife resident on the MSP site. • Continued to support conservation organisations and government agencies in responding to unexpected wildlife health, including proactive investigative expertise and remaining on standby to assist where required. • Worked with the Department for Environment and Water (DEW) to rehabilitate possible algal bloom affected sea turtles, and explore options for HPAI mitigation of threatened bird species if required.
2.3	Partner with like-minded organisations to advance exotic and native animal clinical care and welfare for animals in professional care.	• Completed ZAA HPAI Preparedness Grant projects at Adelaide Zoo and Monarto Safari Park, supporting mitigation measures to protect designated Australian wildlife species from avian influenza. This included screening structures for aviaries, feeding structures to minimise wild bird feeding and cross contamination, and a triage centre to safely handle suspect cases. • Partnered with a range of veterinary specialists, including The Austin Veterinary Specialists, Adelaide Veterinary Dentistry and Oromaxillofacial Services (AVDOS), Veterinary Ophthalmic Referrals (VOR), and Repromed, providing specialist expertise to support clinical care and outcomes for animals at Adelaide Zoo and Monarto Safari Park.

2.4	Under the oversight of Zoos SA's Animal Welfare and Ethics Committee, ensure the wellbeing of all animals in our collection in relation to the Five Domains model (nutrition, environment, health, behaviour and positive mental well-being) in line with our Animal Welfare Charter.	• Continued oversight of animal welfare through Zoos SA's Animal Welfare and Ethics Committee. • Continued welfare evaluation of older animals using Aged Animal Assessment framework; planning commenced to better integrate this with the broader welfare program. • Published the Animal Welfare Reporting Procedure, strengthening consistent identification, reporting and management of animal welfare matters across Zoos SA.
2.5	Review our animal welfare management practices to ensure a thriving, rewarding life for all of the animals in our care.	• Re-drafted the Animal Welfare Assessment tool as a keeper-led process to promote institution-wide adoption and enculturation, aligned with the ZAA accreditation cycle. • Reviewed the Animal Visitor Interaction Assessment framework to strengthen consideration of animal welfare throughout each interaction, human-animal safety, social licence, and conservation education and messaging. • Developed a public-facing overview of Zoos SA's approach to monitoring, assessing, and enhancing animal welfare, educating audiences on the processes that support positive welfare outcomes throughout an animal's life.
2.6	Manage improvements to our animal habitats and facilities guided by exhibit audits.	• Used animal welfare assessment outcomes to identify and prioritise habitat and facility improvements, with several projects progressed through Zoos SA's Capital Expenditure (CAPEX) planning process. At Adelaide Zoo, this included the conversion of the area formerly known as Seal Bay on Lower Level for American Alligators and additional holding facilities for Little Penguins. • Developed CAPEX proposals focused on enhancing habitat resources and supporting positive animal welfare outcomes.

Strategic Direction 3: Connecting with and influencing our audience

Each visit to our sites is more than an enjoyable experience, it is an opportunity to connect people with nature in ways that inspire care, conservation and positive action.

This year marked an important step in how Zoos SA engages people with our mission, and drive conservation action. The arrival of the founding herd of five Asian Elephants at Monarto Safari Park created new opportunities for conservation storytelling, while Giant Pandas Xing Qiu and Yi Lan continued to engage audiences at Adelaide Zoo. The continued development of Wild Africa, alongside Monarto Safari Resort, newly opened Safari Lodge, and a growing suite of immersive experiences, has brought visitors closer to wildlife and the conservation efforts behind it. Together, these developments have strengthened South Australia's wildlife tourism offering and created new ways to share Zoos SA's conservation mission.

Across both sites, we continued to broaden the ways people can engage with Zoos SA. Membership finished the year with more than 52,000 members, while new visitor experiences, major events and Wild Learning programs helped us reach a wide range of audiences. We also continued our focus on strengthening accessibility and inclusion, ensuring more people can experience the wellbeing, learning and connection that comes from spending time in nature.

We also strengthened our Impact and Partnerships capacity, with an increased focus on stewardship and building enduring relationships with donors, partners and supporters.

Our mission extends beyond a single visit. Across our sites, digital channels, members, communities and partners, we are building stronger relationships with our audiences and making our conservation and community impact more visible. In doing so, we aim to turn connection into understanding, advocacy and action for wildlife and the natural world.

SD ID	Actions for 2025-26	Achievements
3.1	Build community awareness of our conservation charity status through consistent messaging and 'conservation charity' mentions in media coverage.	• 66% of members demonstrate a strong understanding of Zoos SA's purpose and conservation charity status. • Continued to profile Zoos SA's conservation work and outcomes across social, digital and traditional media, using conservation stories and real-world examples to build understanding of our purpose and impact. • Employed Elephants of Asia as a major communications platform to highlight Zoos SA's welfare-led approach to elephant management, participation in the ZAA regional breeding and advocacy program, and support for on-the-ground conservation in Sri Lanka. • Generated significant national media coverage around major milestones including the arrival of Asian Elephant Putra Mas, Wild Africa, Monarto Safari Resort and Safari Lodge, and Giant Pandas, creating opportunities to share Zoos SA's broader purpose to new audiences.

		• Launched the Zoos SA Digital Media Centre and *Respect and authenticity in wildlife storytelling* guidelines, supporting consistent, accurate and ethical communication about Zoos SA operations, animals, and conservation efforts. • Continued strong growth across digital channels, with high-quality visual and story-led content driving engagement across social channels and YouTube.
3.2	Collaborate with industry peak bodies regarding campaigns and messaging.	• Continued collaboration with ZAA and regional zoo partners on Asian Elephants, HPAI preparedness, and shared conservation and welfare messaging. • Participated in the global working group for the Certified Sustainable Palm Oil (CSPO) scan app, supporting conservation advocacy and informed consumer choices. • Strengthened collaboration with Tourism Australia, the South Australian Tourism Commission (SATC), Journey Beyond, and Business Events Adelaide, driving record tourism industry engagement through trade activity and familiarisations.
3.3	Enhance learning and engagement opportunities through digital communications.	• Expanded digital professional development, resources and communications for teachers, extending Wild Learning opportunities beyond onsite programs. • Collaborated with regional zoo partners to launch the second edition of *Minecraft Eco Detectives* and additional Minecraft Education content. • Expanded digital learning and storytelling through YouTube and other online channels, increasing access to education, conservation and animal welfare content for broader and remote audiences.
3.4	Through the DEAI Plan, build an environment of diversity, equity, accessibility and inclusiveness where everyone is welcome and feels they belong.	• Expanded Relaxed Sessions into all major event programming and consulted with accessibility audiences to inform the ongoing development of visitor experiences and major events. • Launched *Beaking the Binary*, a queer science trail at Adelaide Zoo, supported by grant funding and extended through digital content. • Expanded community access through initiatives including the A to Zoo Access program, the Cycling without Barriers pilot, and extending the Assistance Animals program to new partner organisations. • Supported more equitable access to Wild Learning at Monarto Safari Park through the Mary Mattie Foundation subsidised transport program, enabling 400 students across 14 schools to participate in 2026. • Expanded access through equitable ticketing and community partnerships with Variety, Vinnies, Ronald McDonald House and the Women's and Children's Hospital.
3.5	Provide high-quality learning opportunities through our Wild Learning programs,	• Expanded *A to Zoo* Access, providing fully subsidised early-years learning for families experiencing disadvantage, with a second year of funding secured from the Foskett Foundation and capacity to support up to 130 families.

	experiences and presentations.	• Continued strong growth in *A to Zoo* and *Safari Squad*, with combined bookings increasing 38% year-on-year and more than 90% of available capacity booked. • Expanded *Duke at the Zoo*, introducing new delivery models including *Adventurous Journey* and *Voluntary Service Only* options, to provide more opportunities for young people to complete their Duke of Edinburgh Award through nature-based learning and conservation. • Developed new learning formats across Adelaide Zoo and Monarto Safari Park, including guided walks, twilight experiences and facilitated programs.
3.6	Seek regular feedback from our visitors to ensure that we continue to improve and move with their expectations.	• Maintained ongoing visitor research across both sites through annual, onsite and online surveys, with 2026 results showing positive visitor sentiment: Adelaide Zoo general-population NPS increased from +30 to +52, while Monarto Safari Park remained particularly strong at +68, alongside high overall visitor satisfaction. • Evaluated major events and experiences including *Universal Kingdom*, *Boo at the Zoo*, Wild Africa tours and Conservation Conversations, with findings informing future programming, pricing, capacity and experience design. • Undertook broad consultation with accessibility audiences and community partners, including Variety SA, to inform the planning of a future accessible Family Hub and other improvements to accessible facilities and visitor experiences. • Broadened the Annual Visitor Survey to measure understanding of Zoos SA's conservation purpose and explore visitor expectations of Animal-Visitor Interactions.
3.7	Actively encourage visitors to become members of Zoos SA in order to deepen our engagement with them and build the memberships program.	• Established Membership as a dedicated portfolio within the new General Manager Membership & Visitor Operations role, strengthening leadership, accountability and organisational focus on membership growth, engagement and retention. • Delivered targeted membership campaigns throughout the year, including Black Friday, Christmas gifting and Life Membership activity, with the Black Friday campaign delivering an 8% year-on-year increase in sales value.
3.8	Develop partnerships to support our programs, activities and capital projects.	• Secured approx. $1.67 million in partner support, leveraging a diverse network of corporate and community partners to deliver conservation, visitor experience, education and habitat projects. • Partner support included SA Power Networks' support for *Universal Kingdom – Ice Age*, the Mary Mattie Foundation transport subsidy for Wild Learning at Monarto Safari Park, and Foskett Foundation support for equitable pre-school learning programs at Adelaide Zoo.
3.9	Deliver on our long-term commitment to	• Zoos SA Leadership endorsed the development of a new Innovate RAP, building on past actions and learnings. • Continued engagement with Kaurna Yerta Aboriginal

	reconciliation through our Reconciliation Action Plan.	Corporation and Ngarrindjeri Aboriginal Corporation. • Recognised NAIDOC Week and Reconciliation Week, and supported reconciliation activities across Zoos SA's sites and communication channels. • Strengthened engagement with First Nations businesses through retail and procurement activities, supporting local First Nations artists and suppliers and working with *The Circle – First Nations Business Showcase* to identify opportunities for greater participation by Aboriginal-owned businesses across Zoos SA.
3.10	Improve catering service for visitors. Work with lessees to meet customer expectations and exceed 80% overall customer service satisfaction.	• Continued to work with catering lessees to improve food and beverage offerings in response to visitor feedback and changing expectations. • Catering satisfaction at Monarto Safari Park increased to 89% among general-population respondents, while Adelaide Zoo recorded 79%. • Member satisfaction was lower at both sites (75% and 67%), highlighting an ongoing opportunity to improve value and catering perceptions among our most engaged visitors. • Evolved food and beverage offerings in response to visitor feedback, visitation trends and customer expectations including seasonal menu changes and gluten free items, and developed new function packages with Journey Beyond and Adelaide Oval Catering for Wild Africa and Monarto Safari Park. • Secured approval for a permanent retail liquor licence at Adelaide Zoo, supporting expanded hospitality and corporate partnership opportunities.
3.11	Create quality products, experiences, opportunities and services that exceed the expectations of customers and partners, increase our income stream and reflect our values.	• Expanded the Wild Africa visitor offering with new immersive products, including the LandCruiser Sunset Experience and small group 'Backroads Tour'. • Grew trade reseller revenue by 88% year-on-year, supported by collaboration with Journey Beyond, Tourism Australia, SATC, and more than 20 international familiarisations. • Delivered major events and activations including *Illuminate Adelaide: Universal Kingdom, Boo at the Zoo*, and *Bluey Live*, attracting and engaging over 40,000 members and visitors.

Strategic Direction 4: Demonstrating and championing environmental sustainability

We look for ways to reduce the impact on the environment and make choices that 'walk the talk' on sustainable use of natural resources, fair trade and the health of our planet.

Guided by the World Association of Zoos and Aquariums Sustainability Strategy (2020-2030), we embrace a world in which every effort is made to live in harmony with nature. We continue to consider environmental sustainability across our operations, promote the sustainable use of natural resources and practice taking better care of our planet.

This year, we continued to reduce the environmental impact of our operations across Adelaide Zoo and Monarto Safari Park. Adelaide Zoo achieved a 99% waste diversion from landfill rate, while Monarto Safari Park achieved 80%, and the installation of smart water meters contributed to a 30% reduction in water use.

We also progressed significant work in our approach to measuring and reducing carbon emissions, completing our baseline carbon emissions scoping. A target has now been set to reduce Scope 1 and Scope 2 emissions by 50% by 2030-31. The continued use of green power and a focus on our vehicle fleet is further identifying where additional reductions can be made.

We will continue to audit our activities and make improvements to our environmental footprint, focusing on our procurement strategies, resource consumption, and our daily operations.

SD ID	Actions for 2025-26	Achievements
4.1	Audit our activities and make improvements to the environmental sustainability of our procurement practices, consumption of resources and how we operate.	• Achieved a 99% waste diversion from landfill rate at Adelaide Zoo, and 80% at Monarto Safari Park. • Reduced water use at Adelaide Zoo by 30% over the past twelve months, supported by the installation of smart water meters.
4.2	Continue to audit our carbon emissions to understand our carbon footprint and develop a strategy to reduce our carbon footprint.	• Completed carbon emissions baseline scoping and established a target to reduce Scope 1 and Scope 2 emissions by 50% by 2030-2031. • Commenced sourcing green power and initiated a review of Zoos SA's vehicle fleet to identify opportunities to reduce emissions across both sites. • Developed an internal carbon data tool to support ongoing measurement and monitoring of emissions.
4.3	Apply environmental sustainability design criteria to our project planning for upgrades to our existing assets and new developments.	• Continued to incorporate environmental sustainability considerations into project planning, working with architecture partners to support a whole-of-project approach to major developments.

		• Commenced vehicle assessments in fleet to embed electric vehicle replacement into asset replacement schedules.
4.4	Use and sell products and services that reflect ethical and sustainable practice (such as fair trade, recycled and sustainable sources), encouraging contractors and suppliers to do the same where this offers a viable alternative.	• Progressed development of Zoos SA's Sustainability Action Plan, with a focus on strengthening sustainability expectations and assessment criteria for suppliers. • Developed proposed supplier requirements addressing single-use plastics, recycled alternatives, and environmentally responsible products and packaging for use operationally and commercially across both sites.
4.5	Review our Environmental Management Plan.	• Confirmed Zoos SA's carbon emissions baseline and established emissions reduction targets to inform the future review of the Environmental Management Plan.

Strategic Direction 5: Innovating and growing our organisation

We will invest in the continuous enhancement and development of Adelaide Zoo, Monarto Safari Park and its staff and volunteers. By creating new opportunities and experiences, we will reach new and diverse audiences, expanding on our work to achieve even more.

This strategy is essential for building a sound foundation to underpin the delivery of all other strategic directions. The actions supporting this goal promote the wellbeing and productivity of our people, partnerships, governance, assets, and business model, which are all recognised as critical factors to the success of our Strategic Directions.

In 2025-26, we continued to invest in our systems and infrastructure, making improvements across corporate systems, payment and membership platforms, cyber security and contract management to support the way we work and the ongoing growth of the organisation.

We also continued to invest in our people. Employee engagement increased significantly, with Zoos SA's employee Net Promoter Score rising from 22 in October 2024, to 49.6 in May 2026. This is in part thanks to dedicated efforts in delivering professional development, employee feedback opportunities, and ongoing improvements to internal communication.

SD ID	Actions for 2025-26	Achievements
5.1	Encourage innovation and develop our corporate planning, systems and internal processes to build the organisation's capabilities and to support sustainable growth.	• Migrated from on-site SharePoint to SharePoint Online, improving system efficiency, accessibility, and continuity. • Reviewed corporate records to strengthen governance processes around information security and legal compliance.
5.2	Improve financial database integration and reporting accuracy through further investment in our booking and ticketing system.	• Further upgraded online payment systems to strengthen payment security. • Improved our membership system to enhance data access and reporting. • Implemented PayPal to provide an additional payment method for customers.
5.3	Achieve efficiencies through improved procurement practices and review of high expenditure items.	• Rebranded retail facilities and reviewed retail product ranges, with a particular focus on Monarto Safari Park. • Expanded our retail team and improved product range to support increased demand. • Developed a dedicated retail product range to support the opening of Elephants of Asia at Monarto Safari Park.

5.4	Protect critical systems and data through the maintenance of effective cyber security risk management strategies.	• Ongoing upgrades to our operating systems, user hardware, server and network infrastructure to maintain cyber security and system resilience. • Delivered cyber security training and testing for staff and volunteers. • Commenced upgrades to critical server infrastructure that supports disaster recovery, and operations at Adelaide Zoo and Monarto Safari Park. • Commenced a review of primary internet connectivity and redundancy at Adelaide Zoo and Monarto Safari Park.
5.5	Ongoing auditing and review of our financial management, risk management and legal compliance.	• Implemented and enhanced our contract management framework. • Developed new reporting and analysis tools for the revised contract management framework. • Reviewed our legal compliance framework to identify and address compliance risks.
5.6	Ensure the safety and wellness of our workforce through risk and incident assessment and ongoing review of systems and strategies.	• Increased employee reporting of workplace incidents and hazards, supporting earlier identification and management of workplace risks. • Continued to strengthen risk assessment processes to support consistent assessment, management, and reporting of incidents and workplace risks.
5.7	Develop an engaged and interactive workforce that has the capacity and capability to meet the future growth and development of the business.	• Increased Zoos SA's employee Net Promoter Score (eNPS) from 22 in October 2024 to 49.6 in May 2026, reflecting improved employee engagement. • Strengthened leadership capability through one-on-one coaching, including support to manage performance and complex workplace issues, while facilitating external training and professional development opportunities for employees.
5.8	Using surveys and evaluation tools, continue to develop responsive workplace strategies and initiatives to address psychosocial risks; improve engagement; offer employee benefits; and increase developmental opportunities.	• Used eNPS survey feedback to inform workplace initiatives, internal communication, and employee engagement activity. • Continued to develop management and staff forums in response to employee feedback on what they find valuable, with a focus on relevant and engaging content, communication and organisational trust. • Removed medical certificate requirements for short-term personal leave, supporting a trust-based approach to employee wellbeing and leave.

		• Increased income protection insurance coverage for mental health claims to align with physical injury coverage, and provided managers and leaders with coaching to better support employees experiencing conflict and other challenging workplace situations.

Key births and arrivals

Adelaide Zoo

Giant Pandas Xing Qiu and Yi Lan continued to settle well into their new home at Adelaide Zoo. Their presence has generated considerable excitement among visitors, creating valuable opportunities to connect visitors with Giant Panda conservation and the work underway to protect the species in the wild.

The team prepared for the arrival of young male Brazilian Tapir Hinti from overseas to join female Chiquita, while female Red Panda Maiya joined Ravi in Bamboo Forest, establishing a potential breeding pair as part of the regional breeding program.

Native mammal highlights included another successful breeding season with more than 100 Red-tailed Phascogales joeys, continuing Adelaide Zoo's success with this threatened species. In partnership with Australian Wildlife Conservancy (AWC), 75 captive-bred phascogales were released into Scotia Sanctuary (a protected area managed by AWC on the South Australia and New South Wales border). Over the past four years, more than 200 Red-tailed Phascogales bred at Adelaide Zoo have been released into protected habitats at Scotia Sanctuary and Mallee Cliffs National Park, where the species had been declared locally extinct.

Other native mammal breeding highlights included the birth of two Long-nosed Potoroos and a Yellow-footed Rock-wallaby. Adelaide Zoo also saw the arrival of two Southern Hairy-nosed Wombat joeys that will provide visitors with greater opportunities to observe one of South Australia's iconic native species.

Bird highlights included breeding success with the hatching of eight Orange-bellied Parrot chicks and six Regent Honeyeater chicks, supporting conservation breeding programs for these critically endangered Australian native species. Three pairs of Chukar Partridge, a pair of Paradise Shelducks, and an additional six Mandarin Ducks were introduced to the Adelaide Zoo aviaries, along with a new Barking Owl also joined Adelaide Zoo's ambassadors as part of the Free Flight Show.

The reptile collection continued to grow with the arrival of four Veiled Chameleons, bringing the group to six animals. We also welcomed Adelaide Zoo's first Scheltopusik, an unusual legless lizard native to eastern Europe and central Asia now a popular talking point with visitors in the Reptile House, providing an excellent opportunity to interpret reptile evolution and adaptation. Breeding highlights included the hatching of five Western Swamp Tortoises, one of Australia's rarest reptiles, and the birth of two Hosmer's Spiny-tailed Skinks.

Big-bellied (Pot-bellied) Seahorses were welcomed back to the Envirodome for the first time in more than 10 years, bringing this native southern Australian species back to Adelaide Zoo and adding a unique marine conservation story to the precinct.

Monarto Safari Park

Monarto Safari Park continued to make an important contribution to native species recovery through conservation breeding and breed-for-release programs.

A significant milestone was achieved for the Mallee Emu-wren program, following the establishment of the species at Monarto Safari Park in 2023. After a successful breeding season, September saw 17 Critically Endangered Mallee Emu-wrens released into suitable habitat in South Australia. This marks an important step towards re-establishing the species in the state, once considered locally extinct. Monitoring six months post-release confirmed at least three birds remained in the area. The program forms part of the collaborative Mallee Conservation Action Plan (CAP) and continues to build knowledge to support the species' recovery.

The natives team also bred six Plains-wanderers, also supporting the Mallee CAP as part of the conservation breeding program supporting future releases. Other breeding highlights included Monarto Safari Park's first ever Malleefowl chick, three Greater Bilbies, three Greater Stick-nest Rats, and three Yellow-footed Rock-wallabies. Five Western Swamp Tortoise eggs produced at Monarto Safari Park were transferred to Adelaide Zoo for incubation and successfully hatched.

Three Warru (Black-flanked Rock-wallaby) joeys from conservation work in the Anangu Pitjantjatjara Yankunytjatjara (APY) Lands were hand-reared at Monarto Safari Park, with the aim of returning them to the Pintji exclosure to support ongoing recovery of the species.

Wild Africa continued to provide new opportunities for animal management across large, mixed species habitats. Two Plains Zebra colts were born during the year, while Southern White Rhinoceros were managed in breeding groups as part of the regional Species Management Program (SMP).

Primate breeding highlights included six Ring-tailed Lemur infants. Other breeding highlights across Monarto Safari Park this year included two Giraffe calves, five American Bison calves, seven Eland calves, seven Addax calves, one Waterbuck calf, and eight Barbary Sheep lambs, supporting sustainable populations at the Park and regional SMPs.

Animal and veterinary teams also continued work to enhance animal habitats and management practices across the Park, alongside preparedness measures to protect susceptible species from Highly Pathogenic Avian Influenza (HPAI).

Tables

Total Attendances*			
Monarto Safari Park	2025-26	2024-25	Variance
Admissions	164,707	139,260	+18.3%
Education	14,163	13,202	+7.3%
Members	53,487	50,649	+5.6%
Other	19,967	22,031	-9.4%
	252,324	225,142	+12.1%

Adelaide Zoo	2025-26	2024-25	Variance
Admissions	201,849	209,772	-3.8%
Education	39,720	36,531	+8.7%
Members	141,538	143,384	-1.3%
Other	35,741	40,957	-12.7%
	418,848	430,644	-2.7%

*These numbers do not include function attendees

Fundraising	2025-26	2024-25	Variance
Corporate Sponsorship (cash)	$676,665	$612,975	+10.4%
Corporate Sponsorship (in kind)	$1,133,217	$1,041,879	+8.8%
Appeals and Donations	1,897,456	$4,701,218	-60%
Philanthropy	$5,000	$105,000	-95%
Animal Adoption	$111,813	$115,259	-3.0%
Bequests	$695,684	$745,051	-6.6%
TOTAL	$4,519,835	$7,321,382	-38%

Membership income	2025-26	2024-25	Variance
Annual Membership	$4,525,295	$4,252,845	+6.4%
Life Membership	$612,874	$577,993	+6.0%
TOTAL	$5,138,169	$4,830,838	+6.4%

Employees per division as at 30 June 2026	Full Time	Part Time	Casual	Total
Life Sciences (Adelaide Zoo)	60	34	21	115
Life Sciences (Monarto Safari Park)	49	36	25	110
Community Engagement	28	29	84	141
Corporate Services	12	3	2	17
Executive	8	0	0	8
People and Performance	5	5	0	10
TOTAL	162	107	132	401

Awards and recognition

Volunteer Service Awards

Zoos SA Presidents Award – Meredith Noonan

Outstanding Service Awards – Ken Bell, Robert McEwin, Ann Ryan, Jacinta Dickens, Marilyn Parks, Harry Beauchamp

35 Years Service – Rosemary Hocking

30 Years Service – Jennifer Hayes, Terri Whitworth, Cherilyn Cusworth

20 Years Service - Di Monks, Wayne Rohrig, Kerry Cix, Albert Oats, Libby Petney, Andrew Van Nunen, Sharon Rickards.

15 Years Service - Veronica Bacchia, Barbara Chapman, Verity Cramp, Linda Hanlan, Diane Hart, Margaret McEvoy, Didy McLaurin, Lesley Oats, Keith Walter, Lesley Westbrook.

10 Years Service - Kerri Brown, Kyra Gustavsson, Meredith Noonan, Peter Onorato, Lisa Pangias, Janine Petkovic, Jayne Taylor, Leonie Taylor, Shelley Tozer.

5 Years Service - Michael Arch, Giordana Cross, Jacinta Dickins, Toni Flynn, Mike Lower, Chris Howell, Amanda Wray.

1 Year Service - John Arthur, Ann Evans, Wendy Lord, Kerin Aspinall, Tracey Evans, Louise McGee, Danielle Brown, Alexandra Goddard, Bradley Stephens, Megan Callan, Aileen Haines, Elizabeth Turenko, Marion Clark, Jared Dmello, Vicki Knevitt, Lucinda Le, Joy Virant, Megan Watson.

Staff Service Awards

10 Years Service – Simon Downer, Tim Jenkins, Robyn Thiele, Michelle Birkett, Geoff Kay, Pete Best, Alena Mylchreest,

15 years – Tess Stevens, Justin Connolly, Jerome Kalvas, James Morrison, Lisa Morrison, Nicole Miller.

20 Years – Joe Jones, Claire Geister, Liza Solly,

25 Years – Geoff Brooks, Jen Robinson, Tristan Hayes, Deb Barry

30 Years – Andrew Chauncy

35 Years – Jeff Lugg

Staff “Living our Values” Awards

Our “Living our Values” Awards celebrate employees who consistently demonstrate our WILD values of Working Together, Innovating, Leading with Integrity, and Delivering Purpose in their daily work.

Employees are nominated by their colleagues who recognise and appreciate the contribution the recipients have made to making Zoos SA a great place to work.

Working Together: We listen, consult and collaborate to bring out the best from our diversity, skills, experience, knowledge and resources – **Bradley Abbott**

Innovating: We seek and share new, unique and resourceful ways to achieve our purpose while always learning and improving – **Erin La Barbera**

Leading with Integrity: We are guided by the highest standards, lead by example and make evidence based and transparent decisions – **Michael Holland**

Delivering Purpose: We are passionate about delivering conservation outcomes and saving species. We impart this through respectful, positive and engaging experiences for both people and wildlife – **Cris Katona**

Tourism Awards

Tourism Industry Council South Australia (TICSA) Awards:

- People's Choice: Experience / Service – Monarto Safari Park

Financial statements

ROYAL ZOOLOGICAL SOCIETY OF SOUTH AUSTRALIA INC.
EXTRACTS FROM THE AUDITED FINANCIAL STATEMENTS

STATEMENT OF PROFIT OR LOSS AND COMPREHENSIVE INCOME FOR THE YEAR ENDED 30 JUNE 2026

	2026	2025
	$	$
Revenue		
Admissions, Membership and Other Revenue	38,629,989	34,926,659
Grants	8,515,794	8,412,208
Sundry Sales/Income	495,640	1,332,255
Bequests	695,684	745,051
Total Revenue	**48,337,107**	**45,416,173**
Expenses		
Salaries, Wages & On-Costs	(26,907,167)	(23,115,744)
Animal Care	(2,190,296)	(1,704,967)
Maintenance Consumables	(3,722,904)	(2,975,284)
Cost of Sales	(1,684,308)	(1,611,562)
Conservation & Research Projects	(2,215,608)	(3,158,487)
Utilities	(1,278,920)	(1,050,689)
Marketing & Promotion	(880,505)	(796,368)
Tours & Experiences	(3,857,497)	(3,525,944)
Depreciation	(4,044,490)	(3,866,688)
Insurance & Banking Charges	(724,709)	(694,666)
Other Expenses	(1,992,333)	(1,910,204)
Total Expenses	**(49,498,737)**	**(44,410,603)**
Surplus / (Loss) from operating activities	**(1,161,630)**	**1,005,570**
Finance Income	193,092	268,024
Finance Expenses	(201,923)	(121,594)
Net Financing Income	**(8,831)**	**146,430**
Surplus / (Loss) for the Year	**(1,170,461)**	**1,152,000**
Total Other Comprehensive Income for the year	**(21,488)**	**35,810**
Total Comprehensive Income / (Loss) for the year attributable to members	**(1,191,949)**	**1,187,810**

ROYAL ZOOLOGICAL SOCIETY OF SOUTH AUSTRALIA INC.

EXTRACTS FROM THE AUDITED FINANCIAL STATEMENTS

STATEMENT OF FINANCIAL POSITION
AS AT 30 JUNE 2026

	2026	2025
	$	$
Current Assets		
Cash and Cash Equivalents	1,369,092	2,239,373
Receivables and Prepayments	2,251,453	2,496,901
Inventories	697,910	561,977
Total Current Assets	**4,318,455**	**5,298,251**
Non Current Assets		
Financial Assets at Fair Value	530,263	552,795
Property, Plant and Equipment	72,709,917	71,584,040
Total Non Current Assets	**73,240,180**	**72,136,835**
Total Assets	**77,558,635**	**77,435,086**
Current Liabilities		
Sundry Creditors	3,334,064	1,916,093
Income in Advance	8,189,870	7,805,649
Loans and Borrowings	1,190,331	776,432
Employee Benefits	4,809,655	**4,880,853**
Total Current Liabilities	**17,523,920**	**15,379,027**
Non Current Liabilities		
Loans and Borrowings	2,490,079	3,680,411
Income in Advance	4,921,248	4,779,585
Employee Benefits	659,098	439,824
Total Non Current Liabilities	**8,070,425**	**8,899,820**
Total Liabilities	**25,594,345**	**24,278,847**
Net Assets	**51,964,290**	**53,156,239**
Reserves	88,504	109,992
Retained Funds	51,875,786	53,046,247
Total Equity	**51,964,290**	**53,156,239**

ROYAL ZOOLOGICAL SOCIETY OF SOUTH AUSTRALIA INC.
EXTRACTS FROM THE AUDITED FINANCIAL STATEMENTS

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 30 JUNE 2026

	2026	2025
	$	$
	Inflows (Outflows)	Inflows (Outflows)
Cash Flows from Operating Activities		
Receipts		
Receipts from customers	37,256,198	27,787,700
Donations, Bequests and Sponsorships	4,591,449	7,371,349
State Government Grants Received	6,358,386	6,203,302
Other Grants Received	1,955,055	1,871,638
Payments		
Wages and Salaries	(26,452,471)	(22,868,665)
Suppliers	(16,408,703)	(15,968,408)
Conservation & Research Projects	(2,215,608)	(3,158,487)
Net Cash Provided by/(Used in) Operating Activities	**5,084,306**	**1,238,429**
Cash Flows from Investing Activities		
Purchase of Property, Plant and Equipment	(5,170,367)	(7,173,885)
Sale/(Purchase) of Shares and Investments	1,044	(67,226)
Interest and dividends received	193,092	268,024
Net Cash Provided by/(Used in) Capital and Investing Activities	**(4,976,231)**	**(6,973,087)**
Cash Flows from Financing Activities		
Proceeds from Borrowings	-	2,637,500
Repayment of Borrowings	(776,433)	(158,828)
Payment of Interest	(201,923)	(121,594)
Net Cash Provided by Financing Activities	**(978,356)**	**2,357,078)**
Net (Decrease)/Increase in Cash Held	**(870,281)**	**(3,377,850)**
Cash at the Beginning of the Year	**2,239,373**	**5,616,953**
Cash at the End of the Year	**1,369,092**	**2,239,373**

ROYAL ZOOLOGICAL SOCIETY OF SOUTH AUSTRALIA INC.
EXTRACTS FROM THE AUDITED FINANCIAL STATEMENTS

REVENUES AND EXPENSES
FOR THE YEAR ENDED 30 JUNE 2026

	2026				2025
	Adelaide Zoo $	Monarto Safari Park $	Society $	Total $	Total $
REVENUE					
Admissions	8,098,197	7,479,437	-	15,577,634	13,568,947
Education	813,619	352,318	-	1,165,937	1,059,064
Sponsorship	176,699	250,608	1,382,575	1,809,882	1,654,854
Bequests	-	-	695,684	695,684	745,051
Donations	-	60,210	1,954,059	2,014,269	4,921,477
Membership	-	-	5,138,169	5,138,169	4,830,838
Retail Sales	2,320,492	2,068,081	-	4,388,573	3,862,653
Catering Sales	511,506	239,357	-	750,863	958,519
Tours Income	636,276	5,464,525	-	6,100,801	2,532,813
Events	1,683,861	-	-	1,683,861	1,537,494
Sundry Sales/Income	210,125	23,502	262,013	495,640	1,332,255
Grants	209,634	36,713	8,269,447	8,515,794	8,412,208
Total Revenue	**14,660,409**	**15,974,751**	**17,701,947**	**48,337,107**	**45,416,173**
EXPENSES					
Salaries, Wages & On-Costs	8,895,123	10,033,814	7,978,230	26,907,167	23,115,744
Animal Care	834,678	1,087,103	268,515	2,190,296	1,704,967
Maintenance Consumables	1,752,047	1,915,929	54,928	3,722,904	2,975,284
Cost of Sales	858,403	825,905	-	1,684,308	1,611,562
Conservation & Research Projects	-	-	2,215,608	2,215,608	3,158,487
Utilities	598,209	680,711	-	1,278,920	1,050,689
Marketing & Promotion	3,335	-	877,170	880,505	796,368
Tours & Experiences	1,396,601	2,456,576	4,320	3,857,497	3,525,944
Depreciation	-	-	4,044,490	4,044,490	3,866,688
Insurance & Banking Charges	186,696	48,840	489,173	724,709	694,666
Other Expenses	303,930	396,480	1,291,923	1,992,333	1,910,204
Total Expenses	**14,829,022**	**17,445,358**	**17,224,357**	**49,498,737**	**44,410,603**

ROYAL ZOOLOGICAL SOCIETY OF SOUTH AUSTRALIA INC.
EXTRACTS FROM THE AUDITED FINANCIAL STATEMENTS

STATEMENT OF CHANGES IN EQUITY
FOR THE YEAR ENDED 30 JUNE 2026

	Fair Value Reserves	Retained Funds	Total Equity
	$	$	$
Balance at 1 July 2024	**74,182**	**51,894,247**	**51,968,429**
Profit/(Loss) for the year	-	1,152,000	1,152,000
Other Comprehensive Income			
Change in fair value of financial assets at fair value through other comprehensive income	35,810	-	35,810
Total Other Comprehensive Income for the year	**35,810**	**-**	**35,810**
Total Comprehensive Income/(Loss) for the year	**35,810**	**1,152,000**	**1,187,810**
Balance at 30 June 2025	**109,992**	**53,046,247**	**53,156,239**
Balance at 1 July 2025	**109,992**	**53,046,247**	**53,156,239**
Profit/(Loss) for the year	-	(1,170,461)	(1,170,461)
Other Comprehensive Income			
Change in fair value of financial assets at fair value through other comprehensive income	(21,488)	-	(21,488)
Total Other Comprehensive Income/(Loss) for the year	**(21,488)**	**-**	**(21,488)**
Total Comprehensive Income/(Loss) for the year	**(21,488)**	**(1,170,461)**	**(1,191,949)**
Balance at 30 June 2026	**88,504**	**51,875,786**	**51,964,290**

Appendix A: CITES Listed species

There are approximately 5,600 species of animals and more than 30,000 species of plants protected by the Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES). These species are listed in one of three CITES Appendices, according to how threatened they are by international trade. Animals listed under CITES Appendix I are those species threatened by extinction. The exchange of these species is permitted only in certain circumstances. These restrictions have implications for the maintenance of CITES I species in the zoo environment, as the import of such species can be a long and expensive exercise.

These species highlight the need for effective population management, with any CITES I species required to be managed under the Department of Climate Change, Energy, the Environment and Water's cooperative conservation program. Zoos SA currently houses 37 species of CITES I listed animals.

CITES I species managed within Zoos SA collections (by class, in alphabetical order by common name for easy reference)

Reptilia

Komodo Dragon	*Varanus komodoensis*
Pygmy Blue-tongue Lizard	*Tiliqua adelaidensis*
Radiated Tortoise	*Astrochelys radiata*
Rhinoceros Iguana	*Cyclura cornuta cornuta*
Western Swamp Tortoise	*Pseudemydura umbrina*

Aves

African Grey Parrot	*Psittacus erithacus*
Blue-winged Macaw	*Primolius maracana*
Nicobar Pigeon	*Caloenas nicobarica*
Orange-bellied Parrot	*Neophema chrysogaster*
Palm Cockatoo	*Probosciger aterrimus*
Scarlet Macaw	*Ara macao*
Timneh African Grey Parrot	*Psittacus timneh*
Yellow-naped Amazon	*Amazona auropalliata*

Mammalia

Addax	*Addax nasomaculatus*
Asian Elephant	*Elephas maximus*
Asian Small-clawed Otter	*Aonyx cinereus*
Black Rhinoceros	*Diceros bicornis minor*
Brush-tailed Bettong	*Bettongia penicillata ogilbyi*
Burrowing Bettong	*Bettongia lesueur*
Cheetah	*Acinonyx jubatus jubatus*
Chimpanzee	*Pan troglodytes*
Cotton-top Tamarin	*Saguinus oedipus*
Giant Panda	*Ailuropoda melanoleuca*
Golden Lion Tamarin	*Leontopithecus rosalia*
Greater Bilby	*Macrotis lagotis*
Greater Stick-nest Rat	*Leporillus conditor*
Malayan Tapir	*Tapirus indicus*
Mandrill	*Mandrillus sphinx*
Przewalski's Horse	*Equus ferus przewalskii*
Red Panda	*Ailurus fulgens fulgens*
Ring-tailed Lemur	*Lemur catta*
Scimitar-horned Oryx	*Oryx dammah*
Siamang	*Symphalangus syndactylus*
Southern White Rhinoceros	*Ceratotherium simum simum*
Sumatran Orangutan	*Pongo abelii*
Sumatran Tiger	*Panthera tigris sumatrae*
White-cheeked Gibbon	*Nomascus leucogenys*

International Union For The Conservation Of Nature listed species

The International Union for the Conservation of Nature (IUCN) has been assessing the conservation status of animal and plant species on a global scale for more than sixty years. The categories and criteria are intended to be an easily and widely understood system for classifying species at a high risk of extinction. IUCN listed species are represented throughout most of the taxonomic groups currently held at Adelaide Zoo and Monarto Safari Park.

Species within Zoos SA collection listed in IUCN Categories Of Most Concern

Critically Endangered

Addax	*Addax nasomaculatus*
Black Rhinoceros	*Diceros bicornis minor*
Brush-tailed Bettong	*Bettongia penicillata ogilbyi*
Cotton-top Tamarin	*Saguinus oedipus*
Eastern Bongo	*Tragelaphus eurycerus isaaci*
Elongated Tortoise	*Indotestudo elongata*
Orange-bellied Parrot	*Neophema chrysogaster*
Murray Hardyhead	*Craterocephalus fluviatilis*
Radiated Tortoise	*Astrochelys radiata*
Regent Honeyeater	*Xanthomyza phrygia*
Southern purple-spotted gudgeon [in SA]	*Mogurnda adspersa*
Sumatran Orangutan	*Pongo abelii*
Sumatran Tiger	*Panthera tigris sumatrae*
Swift Parrot	*Lathamus discolor*
Western Swamp Tortoise	*Pseudemydura umbrina*
White-cheeked Gibbon	*Nomascus leucogenys*

Endangered

African Grey Parrot	*Psittacus erithacus*
African Painted Dog	*Lycaon pictus*
African Spurred Tortoise	*Centrochelys sulcata*
Asian Elephant	*Elephas maximus*
Chimpanzee	*Pan troglodytes*
Dusky Leaf Monkey	*Trachypithecus obscurus*
Golden Lion Tamarin	*Leontopithecus rosalia*
Java Sparrow	*Padda oryzivora*
Komodo Dragon	*Varanus komodoensis*
Malayan Tapir	*Tapirus indicus*
Mallee-emu Wren	*Stipiturus mallee*
Pit-shelled Turtle (Pig-nosed Turtle)	*Carettochelys insculpta*
Plains-wanderer	*Pedionomus torquatus*
Przewalski's Horse	*Equus ferus przewalskii*
Pygmy Blue-tongue Lizard	*Tiliqua adelaidensis*
Pygmy Hippopotamus	*Choeropsis liberiensis*
Red Panda	*Ailurus fulgens fulgens*
Rhinoceros Iguana	*Cyclura cornula cornuta*
Ring-tailed Lemur	*Lemur catta*
Scimitar-horned Oryx	*Oryx dammah*
Siamang	*Symphalangus syndactylus*
Sun Conure	*Aratinga solstitialis*
Tasmanian Devil	*Sarcophilus harrisii*
Timney African Grey Parrot	*Psittacus timneh*
Yarra Pygmy Perch	*Nannoperca obscura*

Vulnerable

African Lion	*Panthera leo*
Aldabra Giant Tortoise	*Aldabrachelys gigantea*
Asian Small-clawed Otter	*Aonyx cinereus*
Barbary Sheep	*Ammotragus lervia*
Binturong	*Arctictis binturong*
Black-footed Rock-wallaby	*Petrogale lateralis*
Black-footed Tree-rat	*Mesembriomys gouldii*
Broad-headed Snake	*Hoplocephalus bungaroides*
Chattering Lory	*Lorius garrulus*
Cheetah	*Acinonyx jubatus*
Crimson-bellied Parakeet	*Pyrrhura perlata*
Diamond Firetail Finch	*Stagonopleura guttata*
Gang-Gang Cockatoo	*Callocephalon fimbriatum*
Dingo	*Canis lupus dingo*
Dwarf Pufferfish	*Carinotetraodon travancoricus*
Giant Panda	*Ailuropoda melanoleuca*
Giraffe	*Giraffa camelopardalis*
Greater Bilby	*Macrotis lagotis*
Hermann's Tortoise	*Testudo hermanni*
Hippopotamus	*Hippopotamus amphibius*
Koala	*Phascolarctos cinereus*
Malleefowl	*Leipoa ocellata*
Mandrill	*Mandrillus sphinx*
Quokka	*Setonix brachyurus*
South American Tapir	*Tapirus terrestris*
Spur-thighed Tortoise	*Testudo graeca*
White-bellied Caique	*Pionites leucogaster*

Appendix B: Professional memberships

American Association of Zoo Veterinarians – Dr David McLelland

American College of Zoological Medicine – Dr David McLelland (Diplomate)

Aquality Water Quality and Water Treatment in Zoos and Aquariums, Convener – Mark Smith

Association of Avian Veterinarians – Dr David McLelland

Association of Reptilian and Amphibian Veterinarians – Dr Ian Smith

Association of Zoos and Aquariums (AZA) – Mark Smith

Association of Zoos and Aquariums (AZA) Nutrition Advisory Group (NAG) - Mark Snowball (Affiliate Member)

Association of Zoos and Aquariums (AZA) SAFE Sharks Advisory Board – Mark Smith

Association Zoo Horticulturists (AZH) – Jeff Lugg

Australian and New Zealand College of Veterinary Scientists – Dr Ian Smith, Dr David McLelland (Chair, Zoo and Wildlife Chapter Standards Committee), Dr Jenny McLelland, Dr Kathryn Johnson, Dr Taylor Hawkins

Australian Human Resources Institute (AHRI) – Liz Williams, Ashlee DeSouza

Australian Society of Herpetologists – Dr Phil Ainsley

Australian Tourism and Export Council (ATEC), Vice Chair – Jason Simpson

Coast 4Cs, Founding Board Member – Mark Smith

Communications and Public Relations Australia – Nicole Pilkington

Conservation Council of South Australia – Zoos South Australia

CPA Australia – Darren Hastings, Ian Gitsham

Elasmobranch Husbandry Initiative, Convener – Mark Smith

European Association of Zoos and Aquaria (EAZA) Nutrition Group (ENG) - Mark Snowball

European Association of Zoo and Wildlife Veterinarians – Dr Ian Smith, Dr Jenny McLelland

European College of Zoological Medicine – Dr David McLelland (Diplomate - Zoo Health Management; Member of ECZM Examinations Committee)

Fundraising Institute of Australia (FIA) – Stephanie Engelaar, Alena Mylchreest

International Association of Avian Trainers and Educators, International sub-committee member – Chad Crittle

International Union for the Conservation of Nature Special Survival Commission Tortoises and Freshwater Turtle Specialist Group – Dr Phil Ainsley

Marna Banggara – Executive Committee – Dr Ian Smith

Nutrition Society of Australia – Mark Snowball (Registered Animal Nutritionist)

Oceanario de Lisboa, Board Advisory Committee – Mark Smith

Project Management Institute – Jason Simpson

Skål International Adelaide, Vice President – Jason Simpson

Society for the Study of Amphibians and Reptiles – Dr Phil Ainsley

TAFE SA Bachelor of Tourism, Hospitality and Events Management (BTHEM) Higher Education Course Advisory Group – Jason Simpson

Veterinary Surgeons Board of South Australia – it is compulsory for all Zoos SA veterinarians to hold this.

Wildlife Disease Association – Dr Ian Smith, Dr David McLelland, Dr Jenny McLelland, Dr Jerome Kalvas, Dr Kathryn Johnson and Dr Taylor Hawkins

Wildlife Ethics Committee – Dr Ian Smith, Dr David McLelland, Dr Jerome Kalvas, ~~Deb Barry~~ and Michelle Birkett, Rachel Hemming, Heidi Baker

Wildlife Health Australia – Dr Ian Smith, Dr David McLelland, Dr Jenny McLelland, Dr Jerome Kalvas and Dr Kathryn Johnson

World Association of Zoos and Aquariums (WAZA) – Zoos South Australia

Zoo and Aquarium Association (ZAA) Board Member – Dr Phil Ainsley

Zoo and Aquarium Association, Bird Taxon Advisory Group (TAG) Co-Convenor – Chad Crittle

Zoo and Aquarium Association, Communications Specialist Advisory Group (CommsSAG) – Nicole Pilkington, Georgie Hetherington, Simon Cross

Zoo and Aquarium Association, Ethics Committee – Dr Phil Ainsley

Zoo and Aquarium Association, Feline Husbandry Advisory Group – Arliah Hayward, Elise Maurer

Zoo and Aquarium Association, Horticulture SAG Chair - Jeff Lugg

Zoo and Aquarium Association, Australian Species Management Program - Jodi Buchecker (Australian Mammals TAG Co-convenor), Mark Smith (Animal Management Committee member)

Zoo and Aquarium Association, Veterinary Specialist Advisory Group (VetSAG) – Dr Ian Smith, Dr David McLelland (VetSAG Co-Convenor), Dr Jenny McLelland, Dr Jerome Kalvas, Dr Oliver Funnell, Dr Kathryn Johnson, Dr Taylor Hawkins, Mark Snowball.

Appendix C: ZAA Species Management

ZAA Species Management program holders by Zoos SA employees:

Black-winged Stilt, *Himantopus himantopus* - Vaughan Wilson, Species Coordinator

Greater Bilby, *Macrotis lagotis* – Jodi Buchecker, Species Coordinator

Southern Hairy-nosed Wombat, *Lasiorhinus latifrons* –Jodi Buchecker, Species Coordinator

Spotted Hyena, *Crocuta crocuta* – Jon Allon, Species Coordinator

Appendix D: Species recovery and conservation

Zoos SA staff representatives on species recovery teams and other key conservation stakeholder groups

Academic Associate at the Faculty of Veterinary & Agricultural Sciences, University of Melbourne – Dr Ian Smith

Adjunct positions at the School of Animal and Veterinary Science, Adelaide University: Dr Ian Smith, Dr David McLelland, Dr Jenny McLelland, Dr Kathryn Johnson, Dr Oliver Funnell and Dr Jerome Kalvas

Affiliate Partner in Veterinary Education, University of Sydney – Dr David McLelland

Arid Recovery, Veterinary support – Zoos SA Animal Health Department

Australian Wildlife Conservancy, Veterinary support – Zoos SA Animal Health Department

Big Little Fish Native Australian Fishes Recovery Team Member – Mark Smith, Paul Kotz

Birdlife Australia Hooded Plover Monitoring Program, Veterinary support – Dr Jenny McLelland

Black-flanked Rock-wallaby, *Petrogale lateralis lateralis*, State – Mick Post, Dr Ian Smith, Mark Smith, Paul Kotz

Ecological Horizons, Veterinary support – Zoos SA Animal Health Department

Greater Bilby, *Macrotis lagotis*, National – Jodi Buchecker

South-Eastern Red-tailed Black Cockatoo Recovery Team –Mark Smith (Chair), Paul Kotz

Southern Bell Frogs (Landscapes Hills and Fleurieu, Nature Glenelg Trust and University of Newcastle), National – Dr Jerome Kalvas

Threatened Mallee Bird Conservation Action Program – Gemma Asser

Marna Banggara Executive Steering Committee – Dr Ian Smith

Marna Banggara -- Dr Ian Smith, Mark Smith, Paul Kotz

Orange-bellied Parrot, *Neophema chrysogaster*, National – Dr Jenny McLelland (Veterinary Technical Reference Group), Megan Laverty, Kassandra Campbell (Captive management group), Mark Smith

Plains Wanderer, *Pedionomus torquatus*, National – Mark Smith, Beth Pohl, Gemma Asser, Zoe McClellan

Plains Wanderer, *Pedionomus torquatus*, Disease Risk Assessment and Health Evaluation Working Group – Dr Jenny McLelland, Dr Jerome Kalvas.

Brush Tailed Rock Wallaby, *Petrogale penicillata,* Disease Risk Assessment Working Group – Dr Jenny McLelland

Pygmy Blue-tongue Lizard, *Tiliqua adelaidensis*, State – Mark Smith, Paul Kotz

Regent Parrot, *Polytelis anthopeplus*, State – Dr David McLelland, Dr Jenny McLelland

Western Swamp Tortoise, *Pseudemydura umbrina*, WA State – Dr Phil Ainsley

Appendix E: Research

We consider it a core part of our organisational activities to conduct research that seeks to advance and inform the goals of Zoos SA. Be it captive breeding, captive management, welfare, wildlife health, zoological medicine, ecology, or education, our research activities provide outcomes both for Zoos SA and the broader conservation community.

In many instances, we partner collaboratively with external organisations, and many projects are conducted by undergraduate and post-graduate research students. The volunteers in the Animal Health Centre Laboratory provide support and services to a range of conservation and research projects within and beyond Zoos SA.

The Wildlife Ethics Committee (WEC) is convened jointly by the SA Department for Environment and Water, the South Australian Museum, and Zoos SA. A number of Zoos SA staff members serve on the WEC, including Dr Ian Smith, Dr David McLelland, Dr Jerome Kalvas, Deb Barry and Michelle Birkett.

Research Projects

Ongoing research projects being conducted using Zoos SA resources and/or Zoos SA staff as are listed below. Species focus and researcher name(s) indicated in square brackets.

Understanding The Evolution Of Pregnancy In Mammals [Species: Various] [Researcher: Niamh Forde]

A summary of 5x giraffe Hand-raising events at Zoos South Australia [Species: Giraffe] [Researcher: Jerome Kalvas]

Acoustic Detection Distances Of Mallee Bird Species For Passive Acoustic Monitoring [Species: Mallee birds] [Researcher: Bryony Margetts]

Can Attention Bias Be Adapted For Use With Reptiles [Species: Reptiles] [Researcher: Jessica Turner, Alexandra Whittaker, Eduardo Fernandez, David McLelland]

Comparison Of Captive Marsupial Microbiomes [Species: Fat-tailed Dunnart] [Researcher: Ashley Dungan]

Personality And Social Behaviour In African Painted Dogs [Species: Painted Dogs] [Researcher: Francesca Whitehead]

Comparison of the gut microbiome in captive giant pandas from the Southern and Northern Hemispheres [Species: Giant Panda] [Researcher: Xueying Wang]

Understanding the evolution of pregnancy in mammals [Species: Mammals] [Researcher: Niamh Forde]

Select bacterial and viral pathogens of potential zoonotic or biosecurity importance in Australian possums [Species: Brushtail Possum / Ringtail Possum] [Researcher: Anita Tolpinrud]

Successful management of a Sumatran orangutan (Pongo abelii) diagnosed with major depressive disorder [Species: Orangutan] [Researcher: Sally Nixon]

The Use Of Artificial Intelligence To Map Captive Snake Behaviour [Species: Snakes] [Researcher: Sara Hanson]

From Concept to Action: Operationalising Animal Welfare Strategies in Zoos and Aquaria [Species: Various] [Researcher: Justine Partoon]

A Temporal and Spatial Observational Study on Visitor-Driven Variation in Behavioural Diversity, Social Cohesion, and Enclosure Use in Meerkats (Suricata suricatta) at Monarto Safari Park [Species: Meerkats] [Researcher: Georgia Falkenberg]

The Impact of visitor presence on Komodo dragons (Varanus komodoensis) in captivity [Species: Meerkats] [Researcher: Benjamin Longhurst]

Forensic genomic toolkit for tracking the illegal wildlife trade [Species: Palm Cockatoo / Papuan Eclectus] [Researcher: Dr George Olah]

Social interactions of elephants within a newly developed herd [Species: Elephants] [Researcher: Alex Rundle]

Elephant Welfare ProjectR2516 [Species: Elephants] [Researcher: Charlotte Hartell]

Elephant Welfare Project (Part 2) [Species: Elephants] [Researcher: Raman G]

Conserving Wildlife Through Micro-Sampling of Blood and High-Sensitivity Hormone Biosensors [Species: Various] [Researcher: Lisa Martin]

Environmental Enrichment Device for Cheetahs at Monarto Safari Park [Species: Cheetah] [Researcher: Melissa Finlay]

Initial review of mortality, health and disease history of the Australian swift parrot captive population to inform species recovery planning [Species: Swift Parrots] [Researcher: Jen O'Dwyer]

Feasibility Assessment of a Push-Plate Enrichment Device in Zoo-Housed Spotted Hyenas (Crocuta crocuta) [Species: Hyena] [Researcher: Lesia Hryhorenko]

Little Penguin Sample Request for Genomic Analysis [Species: Little Penguin] [Researcher: Lucy Ockert]

Understanding the History, Motivations, and Future—Oriented Pathways of the Wildlife Rescue and Rehabilitation Sector [Species: Australian Wildlife] [Researcher: Georgina Drew]

Beyond the Lab - Exploring Retirement Pathways for Primates Used in Research in Australia [Species: Hamadryas Baboon] [Researcher: Claire Coulson]

Birdsong Game [Species: Birds] [Researcher: Lauren Woolbright]

Macropod Feeding Management Survey [Species: Macropods] [Researcher: Grace Boylan]

Secret Life of Zoos - eDNA sampling [Species: All] [Researcher: Andrew Baker]

Genomic imprinting in eutherian mammals [Species: Monotremes] [Researcher: Kip Lacy]

Pig-nosed turtle swimming and self-righting [Species: Pig-nosed Turtle] [Researcher: Jonathan Codd]

Do deer respond or acclimatise to audio deterrents [Species: Deer] [Researcher: John Read]

An investigation into nature of reinforcement for animal participation in animal interaction programs [Species: Capybara; Giraffe] [Researcher: Bridget Cooper-Rogers]

Published Papers

Authored by or with Zoos SA staff

Eddy. S, Kalvas. J, Funnell. O, Speight, N. Creation of a body surface area chart for burn size estimation in bushfire affected koalas (Phascolarctos cinereus) using three-dimensional computed tomographic segmentation. Australian Veterinary Journal, 2025 -11

Appendix F: Knowledge sharing

Conference presentations and workshop attendance

29 July – 1 August 2025, Zoo and Aquarium Association (ZAA) Australasia Conference 2025, Darwin, Australia: Dr Phil Ainsley.

19–21 August 2025, Australian Human Resources Institute Conference: Liz Williams.

2–4 September 2025, Tasmanian Devil Population Viability Analysis Workshop: Beth Pohl, Jodi Buchecker.

15–19 September 2025, American Zoo and Aquarium Association Conference 2025, Tampa, Florida, USA: Chad Crittle.

29 September–3 October 2025, Wildlife Disease Association Conference 2025, Adelaide Hills, South Australia: Jenny McLelland, Kat Johnson.

20–23 October 2025, ZAA Taxon Advisory Group Workshops: Jodi Buchecker, Beth Pohl, Jon Allon, Mark Mills.

19–24 November 2025, Global Panda Partners Conference, Chengdu, China: Chad Crittle, Arliah Hayward.

25 March 2026, Biosecurity Workshop SA Land and Sea Rangers Conference: Workshop presenters: Jenny McLelland, Rebecca Probert.

19–22 March 2026, ASZK 50th Anniversary Conference: Paul Riley, Tayler Horsnell.

10–13 June 2026, European Zoo and Wildlife Health Conference, Dublin, Ireland. Jenny McLelland, David McLelland. / Presentation: McLelland DJ. Major depression in a Sumatran orangutan (*Pongo abelii*) – considerations for patient, staff and organization.