

Welfare Leadership Self-Assessment

For zoo and aquarium managers · Based on the principles of WAZA's 2025 Animal Welfare Strategy

Name Organisation Date

Click one box per statement: **Yes = 2, Partly = 1, No = 0**. Your scores calculate automatically. Be honest: the gaps are where the quickest wins are. Takes about 10 minutes.

Statement	Yes	Partly	No
1. Welfare assessment Section score / 8			
Every animal (including fish, invertebrates and back-of-house) is included in a formal welfare assessment.	☐	☐	☐
Assessments are carried out on a regular schedule and recorded consistently.	☐	☐	☐
Assessments look for positive experiences, not only problems or health issues.	☐	☐	☐
Findings are reviewed by someone with the authority to act on them.	☐	☐	☐
2. Evidence-led decisions Section score / 8			
Welfare findings directly influence budgets, priorities and collection planning.	☐	☐	☐
We can point to a recent change made because of welfare evidence.	☐	☐	☐
Decisions on new species consider whether we can meet their welfare needs long term.	☐	☐	☐
We keep up to date with current welfare science and best practice.	☐	☐	☐
3. Habitats and operations Section score / 8			
Welfare is considered from day one of every habitat or capital project.	☐	☐	☐
Animals have meaningful choice, control and chances to show natural behaviour.	☐	☐	☐
Events, visitor experiences and works are checked for their welfare impact.	☐	☐	☐
Enrichment and training are planned, goal-based and evaluated.	☐	☐	☐
4. People and culture Section score / 8			
Welfare responsibilities are clear at every level, from board to keeper.	☐	☐	☐
Staff receive regular welfare training and development.	☐	☐	☐
Keepers feel confident raising welfare concerns, and concerns are acted on.	☐	☐	☐
Welfare is a standing item at senior management meetings.	☐	☐	☐
5. Telling our story Section score / 8			
We share the positive welfare work we do with visitors and stakeholders.	☐	☐	☐
Our education and interpretation explain why good welfare matters.	☐	☐	☐
Welfare progress is reported to our board or governing body.	☐	☐	☐
We use our welfare record to support funding, partnerships and reputation.	☐	☐	☐

Total score / 40

Your band

Section to prioritise

32-40 Leading: strong foundations, focus on sharing your story. **20-31 Developing:** good intent, inconsistent delivery, prioritise your lowest section. **0-19 Getting started:** begin with welfare assessment and clear responsibilities.

Want a second pair of eyes? With more than 35 years working alongside zoos, wildlife parks, aquariums and educational institutions, I help management teams turn welfare ambitions into practical, affordable action. Arrange a relaxed, no-obligation conversation to talk through your results.

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