

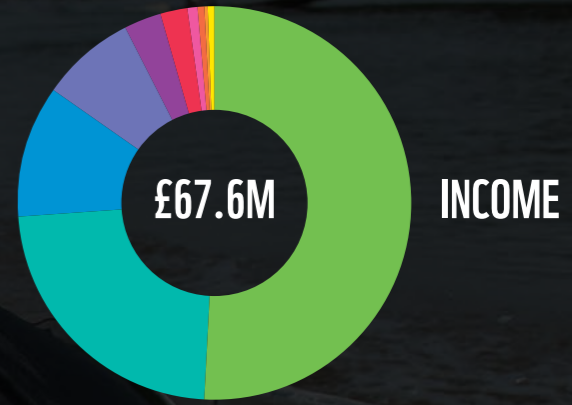
WWF-UK ANNUAL REPORT AND FINANCIAL STATEMENTS 2017-18



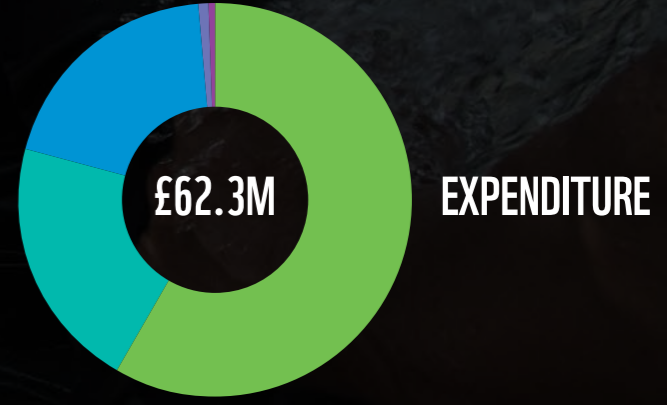


RAISING SUPPORT

Here's a quick summary of our income and expenditure for the year ending 30 June 2018. You can find more detail in our Financial Statements on page 56.



- MEMBERSHIP AND DONATIONS **£34.5M**
- LEGACIES **£15.5M**
- CORPORATE DONATIONS AND SPONSORSHIPS **£7.4M**
- LOTTERY PROMOTIONS **£5.2M**
- CHARITABLE TRUSTS **£2.0M**
- WWF NETWORK AND OTHER CHARITIES **£1.5M**
- INVESTMENT INCOME **£0.7M**
- AID AGENCIES AND GOVERNMENT GRANTS **£0.3M**
- GIFTS IN KIND **£0.3M**
- OTHER **£0.2M**



- CONSERVATION **£36.4M**
- COST OF RAISING FUNDS **£13.0M**
- CAMPAIGNS, EDUCATION AND PUBLIC AWARENESS **£12.2M**
- REORGANISATION COSTS **£0.5M**
- GIFTS IN KIND ATTRIBUTABLE TO CHARITABLE ACTIVITIES **£0.2M**

Our pioneering project to tag Amazon river dolphins in Bolivia, Brazil and Colombia will help us learn more about them and the threats they face - and protect them more effectively, before it's too late. Here, Federico Mosquera from our partner organisation the Omacha Foundation calms a dolphin while it is transported to the tagging site.

Plastic is the debris most commonly ingested by marine turtles – most probably because they mistake it for food such as jellyfish. With eight million tonnes of plastic being dumped in our oceans each year, it's an ever-increasing threat. We're engaging people in the fight to restore the health of our oceans. And we're pushing for urgent action from businesses and governments, including a ban on unnecessary single-use plastic that's choking our oceans. The photographer was able to remove the bag before this green turtle had a chance to eat it.

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WWF IN BRIEF

At WWF, we're determined to change hearts and minds to make it politically, socially and economically unacceptable to continue using our planet's precious natural resources faster than nature can restore itself. We're tackling the underlying causes that are driving nature's decline – notably the food system and climate change. And we're fighting to ensure future generations have a world with thriving habitats and species.

Join us.

A MESSAGE FROM OUR CHAIR

It's been another turbulent year for our planet.

Natural disasters – from droughts and heatwaves to forest fires and floods – have set records no one wants seen broken. Meanwhile political dispute and infighting across the world has delayed urgent environmental progress.

The need for environmental organisations like WWF, with its dedicated supporters and staff, has never been greater.

For WWF globally, the alarm is in part because the challenges to our ecosystems seem ever greater and the public policy response ever less adequate. Most global leaders recognise that humankind has a climate change challenge even if their responses are too slow and too limited. Far too few people recognise that humans also have an equivalent, perhaps greater, biodiversity challenge. For myself, the biodiversity challenge seems the more profound since once species become extinct, and ecosystems unbalanced, the time span during which nature may find a new equilibrium is beyond human perspectives.

Our biggest challenge is to persuade the world, and its policy makers and business leaders, of the importance of conserving the biodiversity that we have left. Some of the loss is so heart-breaking, and so evident, that it is a question of confronting the evil and the ignorant. Despite WWF's successes in clamping down on the ivory trade, the continuing massacre of elephants in Africa for their tusks is a case in point. Sometimes, as with preserving the populations of tigers in India, where for the first time in conservation history their numbers are on the increase, it is the inevitable conflict of human and wildlife interests. Here we have to make the argument that short-term human economic concerns are not the only important things in our world.

Our new strategy, published this year and now being implemented, is designed to address this challenge. It is no longer enough to do excellent field work and make a difference in particular localities. We must kick-start global action with global policies to stop the damage we are doing to our rivers, our oceans, our forests and our wildlife. This annual report gives much detail on our strategy (see page 34). I commend it to you as a practical approach to changing the world.

WWF made a major contribution to the Paris agreement on climate change in 2016. Now we need to do even more to improve the Convention on Biological Diversity and to get states to commit to stopping the destruction and to begin the renovation of habitats.

How can we do this? First of all we need the expert and committed staff to speak with authority and conviction. We absolutely have a wonderful group of people who can do this, who have contributed so much in the year and to the development of the new strategy, and I am delighted by a number of exceptional new appointments to the organisation's leadership team during the year. Second, we need the resources. Fundraising in the current economic climate remains a challenge. But we are continuing to make the argument that protecting the environment is an essential way to spend resources and that WWF will spend them wisely and effectively.

Third, we need compelling arguments and the scientific evidence underpinning to them. WWF's *Living Planet Report* provides this basis. We published the latest edition of the report in October 2018.

It has also been a turbulent year for charities – organisations dedicated to making people, society and the planet safer and more secure. We have all learned a great deal and I believe the whole sector is in a better place because of public scrutiny and the questions we have had to ask ourselves.

The board of WWF here in the UK has spent much of its time looking at our policies to assure ourselves that we are able to manage and protect our precious resources in some of the most demanding settings on the planet. I am proud to chair a board of extremely engaged and hardworking volunteers, determined to help WWF deliver its mission in an effective and well-governed way. As a member of the WWF International board, I have also been heavily involved with spreading best practice to the many parts of the world, with many different cultures and procedures, where we operate.

This work is never complete and no organisation in any sector is ever complacent that all is well. But I am confident that our staff has never been so committed to doing the right thing, in the right way, for the right reasons.

It is easy to lapse into depression as humankind continues to claim the world's resources for itself and looks on dispassionately as it destroys species and habitats for its own needs. But each year, Earth Hour reassures me that hundreds of millions of people globally don't accept this and are campaigning against it. In the UK alone, nine million people took part in Earth Hour this year with thousands making 'promises for the planet'. Each year, we see politics and public opinion changing, for the better. Each year, there are real successes.

But we need to do better, we need to do more and we need to do it more quickly. What this report demonstrates is that WWF is in the midst of this effort, fighting for nature and the natural world.

Sir Andrew Cahn KCMG
chair of the board of trustees

A young Sumatran orangutan swings on a liana. The forest home of orangutans in Sumatra and Borneo is dwindling – it's threatened by conversion to oil palm plantation, and other pressures. As their forests have been wiped out, so have their numbers – cut by around half in just 60 years. We're promoting sustainable palm oil production, as well as working to increase the area of protected forest and establish wildlife corridors for orangutans.



**IT'S BEEN ANOTHER
TURBULENT YEAR FOR
OUR PLANET.**

**NATURAL DISASTERS -
FROM DROUGHTS
AND HEATWAVES TO
FOREST FIRES AND
FLOODS - HAVE SET
RECORDS NO ONE WANTS
SEEN BROKEN.**

**THE NEED FOR
ENVIRONMENTAL
ORGANISATIONS
LIKE WWF, WITH ITS
DEDICATED SUPPORTERS
AND STAFF, HAS NEVER
BEEN GREATER.**



A MESSAGE FROM OUR CHIEF EXECUTIVE

Our planet and all wildlife that roams, flies and swims upon it need our help more than ever.

Populations of wild animals have more than halved in the last 40 years and habitats continue to be destroyed: forest the size of London is lost globally every week and there could be more plastic than fish in the sea by 2050. Closer to home, over half of UK species have declined since 1970.

We rely on nature for the food we eat, water we drink and air we breathe. But we are destroying it at an alarming rate and time is running out to turn things around.

This past year has seen us draw to an end our ambitious strategy that focused on having the greatest impact on six key environmental challenges around the world – what we called our ‘big wins’.

You can read more about our big wins on pages 14 to 27, but we’ve achieved some key milestones and results this year.

The Trillion Trees partnership – a joint venture between WWF, BirdLife International and the Wildlife Conservation Society to restore and protect a trillion trees globally by 2050 – has helped protect 28 million trees in Brazil and Indonesia, thanks to Unilever’s *Farewell to the Forest* campaign. Soil is vital for our water and food systems to flourish and through this work nearly 7,000 farmers are benefiting from more secured land, and are training in better land management practices.

We were delighted when the World Heritage Committee declared the Belize Barrier Reef System no longer at risk. We spearheaded an international campaign to protect the UNESCO World Heritage site from oil exploration and other harmful industrial activities – helping to protect and save some 1,400 species, including green sea turtles and manatees.

After another long campaign we welcomed the UK government’s plan to ban ivory sales in this country and the introduction of the Ivory Bill. More than 60,000 WWF supporters signed our petition urging the government to stop the ivory trade. The campaign was backed by our award-winning #JustLikeUs elephant poaching TV advert campaign, which you can see the making of: wwf.org.uk/makingjustlikeus

Our work also resulted in great news for some truly remarkable species. New figures revealed mountain gorillas in the Virunga Massif in east-central Africa have increased to a minimum of 604 – bringing the total wild population to more than 1,000, making it the only great ape population in the world believed to be increasing. Also, WWF and the government of Cambodia announced the first increase in the Mekong river’s critically endangered river dolphin population in 20 years, with numbers now estimated at 92.

The tireless work and achievements of our dedicated staff are a direct result of the backing of our supporters – from those who have been with us from the day we were founded, through to our >

Martine de Silva (left) shows Tanya Steele some capim dourado, or golden grass – a material that has been harvested sustainably by her community in the Cerrado, Brazil, for more than a century to make baskets and other handicrafts. But the grass is now on the verge of extinction, as a result of over-harvesting and as this natural habitat is turned into farmland. WWF is working with communities in the region to develop ways of boosting low-impact land use.

WE HAVE AN INCREDIBLY IMPORTANT FEW YEARS AHEAD OF US IF WE ARE TO SAVE THE PLANET. YOUR SUPPORT IS CRITICAL. PLEASE JOIN US.

vital corporate partners and thousands of schoolchildren in classrooms up and down the country. Our work is quite simply your work and I thank all those who support WWF for their passion and commitment.

In the current climate we appreciate the decision made by everyone who donates to our cause. We are lucky enough to have had a successful year in fundraising with our income increasing by £6.8m (11%) to £67.6m. This was greatly aided by a £3.3m legacy to support our tiger conservation work and our continuing partnerships with HSBC and Sky, which will help fund our freshwater and marine programmes respectively. Some of this income came too late for us to spend in the year, which resulted in a large surplus for the year of £5.9m. Our free reserves are now £19.2m, which is above our target range of £12m to £16m. This provides us with a significant opportunity to invest in a number of environmental priorities. The total number of our supporters grew to 640,000.

As proud as I am of our big wins, I've been saddened that although we are winning some battles to save our planet we are still losing the war.

Denial is no longer an option, the science is categorical: global populations of wildlife have plummeted by 60% in little more than 40 years. Looking ahead, we face the triple challenge of needing to find a way to feed up to 10 billion people, avoiding more loss of nature through conversion of land to food production, and stabilising the climate.

In response we have developed a long range vision to stop the decline of our planet's natural resources and to inspire the action urgently needed so nature's vital signs are healthy once more. We are focusing on three key areas to help us achieve our goal of restoring nature: creating a sustainable food system, preventing climate change, and ensuring we don't lose iconic species and habitats on our watch. You can read more about our new strategy on pages 34 to 39.

2020 is a critical moment – a 'super year' – for the future of the planet, as a number of key international political decisions are to be made that have the potential to put the environment at the heart of our economic, political and financial systems. Between now and the end of 2020 we will be dedicated to informing and shaping those decisions, both at home and abroad.

The UK is one of the most nature depleted nations in the world – the *State of Nature* report revealed 15% of species in Great Britain are thought to be extinct or threatened with extinction.

But our nation also damages habitats thousands of miles away – *Risky Business*, our joint report with the RSPB this year, showed the UK needs an overseas area the size of Greece to produce seven imported commodities, including beef, palm oil, soy and timber each year.

As we work with our WWF colleagues around the world to influence global leaders we shall be bolder in our advocacy with the UK government to ensure the new Environment Act delivers on this once-in-a-generation opportunity to protect the British landscape while tackling issues overseas.

We have an incredibly important few years ahead of us if we are to save the planet. Your support is critical. We shall use our scientific expertise, world-leading programmes and thought leadership to raise awareness and campaign on those issues most urgently needed to deliver lasting and transformative change for planet and people alike.

PLEASE JOIN US.

Tanya Steele
chief executive, WWF-UK

**OUR WORK IS YOUR WORK.
I THANK ALL THOSE WHO
SUPPORT WWF FOR THEIR
PASSION AND COMMITMENT.**



VISITING COLOMBIA

This year, among other countries, I visited our work in Colombia – one of the most biodiverse places on the planet. The WWF team has been in the country for more than 25 years and worked with communities, wildlife and ecosystem conservation throughout the many years of devastating conflict.

I was struck by how years of conflict have had an impact on vast areas of habitat and how the victims of the conflict have been placed at the centre of the peace process – with some eight million people either losing their lives or fleeing from their homes.

The environment was also regarded as a victim – if you add up all the barrels of oil spilled in Colombian rivers and our seas during the war, it totals more than 14 times the volume that was spilled in the famous Exxon Valdez incident. This is one indicator of the magnitude of the damage to the country's environment.

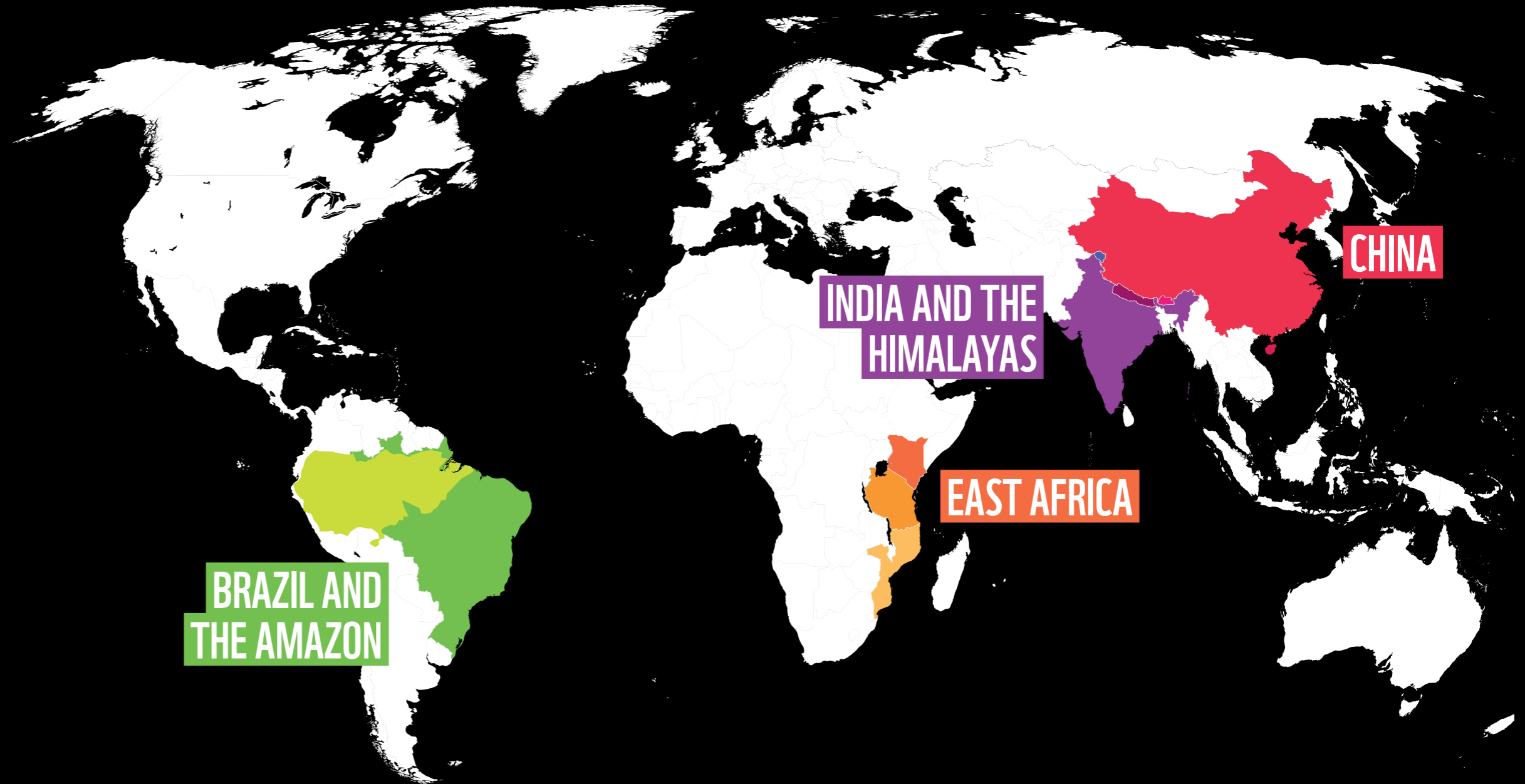
Throughout the last few years, Colombia has taken strides to secure and reclaim the natural world. Conservation work since the conflict has resulted in the discovery of around 126 new species, the rediscovery of five species thought to have disappeared and, with WWF support, the creation this year of 6.7 million hectares of new protected areas.

WWF has been recognised in the country for its considerable efforts over many years. And the government has announced it will allocate 5% of its carbon tax resources to promote the ambitious 'Heritage Colombia' programme, which seeks to expand national parks and give protected areas greater financial security for the future.

We played a key role in this year's expansion of Colombia's Chiribiquete national park. The area under protection is now more than 50% greater, making it the world's largest protected area of tropical forest. On the outskirts of Chiribiquete, Amazon rainforest has been destroyed to make way for oil palm plantations and farmland. But expanding the national park will help to stem the tide of deforestation. Chiribiquete's trees hold an estimated 454 million tonnes of carbon – about the same as the UK's annual greenhouse gas emissions.

OUR FOCUS IN THE LAST FIVE YEARS

This reporting year was the last in our strategy for 2013-18. During this period we focused on achieving change in some of the most important and vulnerable ecosystems on our planet. It committed us to respond to three important trends:



1

INCREASING PRESSURE ON THE NATURAL WORLD

Our *Living Planet Report* shows that if humanity continues to plunder and pollute nature at the current rate, by 2020 populations of the world's wildlife will have declined by two thirds since 1970.

So in our strategy we focused our resources on interventions with the greatest potential to reverse threats to the natural world. A particular priority during this year was taking huge strides to tackle the illegal wildlife trade, which is having devastating impacts on some of the world's most endangered species.



PLEASE HELP US END THE
ILLEGAL WILDLIFE TRADE. VISIT:
WWW.ORG.UK/ILLEGALWILDLIFETRADE

2

THE GLOBAL SHIFT SOUTH AND EAST

The rapidly-growing economies of the global south and east are ever more significant to the challenges facing the natural world. So our international programmes have focused particularly on Brazil and the Amazon, China, east Africa, and India and the Himalayas. Our efforts are paying off, as you'll read in these pages.

You'll also find out how our investment in WWF offices in these regions is helping to make them stronger so together we can influence the key decisions, whether local or international, that will safeguard the natural world in the places where it matters most.

3

DIGITAL COMMUNICATIONS

The growth of digital communications is revolutionising the way organisations and people relate to each other. Online communications are transforming our audiences' expectations.

We continue to make the most of the opportunities this offers us to inspire and involve greater numbers of people with our mission.

OUR ACHIEVEMENTS AND PERFORMANCE DURING 2017-18

We are determined to have the greatest possible positive impact on the natural world. To help us achieve just that, we set ourselves challenging targets to meet in 2018.

In this section we outline a selection of our achievements and performance against our objectives for the year ended 30 June 2018. This does not cover the full scope of our work. You can find out more about all of our work on our website: wwf.org.uk

You will also find a summary of the amount we spent in pursuit of each of the objectives in the Financial Review, on page 41.

Around 55 elephants a day are killed for their tusks. We're fighting to stop the ivory trade. During the year the UK government announced one of the toughest domestic ivory trade bans in the world. And China, which was home to the world's largest legal and illegal ivory market, implemented a domestic ban at the end of 2017.

OBJECTIVE 1: RESTORING WILDLIFE

We've been working to stabilise or increase populations of 10 of the world's most iconic and threatened species, and to tackle the illegal trade in wildlife.



Among our priorities last year were:

Delivering our Illegal Wildlife Trade campaign and engaging with the Chinese and UK governments to support effective implementation of national ivory trade bans; and, working with the UK government to shape the agenda for the London Conference on Illegal Wildlife Trade in October 2018.

Holding high-profile events in the UK and Scottish parliaments ahead of the UK government's review of its Arctic policy in 2018, and highlighting the UK's responsibility to promote sustainable development in the Arctic – including protecting polar bears in the Last Ice Area.

Continuing work to stabilise populations of Javan rhinos and Kenyan black rhinos by pushing for government approval for a second habitat in Indonesia, and by supporting the implementation of the National Black Rhino Action Plan in Kenya.

TACKLING THE ILLEGAL TRADE IN WILDLIFE

The world faces a poaching crisis that threatens to overturn decades of conservation successes. For many iconic animals including elephants, rhinos and tigers, the situation is critical. That's why stopping the illegal wildlife trade is an urgent priority for us.

This year, more than 60,000 of our supporters signed our Stop Ivory Trade petition, which called on the UK government to ban ivory trade in the UK and help stop the elephant poaching crisis. Then, in October 2017, the UK government launched its long-awaited consultation on the UK's ivory trade. We submitted a formal response, and more than 3,000 supporters submitted individual responses, adding to the overwhelming public support for a UK ivory trade ban.

Our campaigning was a success: in April 2018, the UK government announced it will implement one of the toughest ivory trade bans in the world. We've continued to provide input and information to the government to help shape the ban.

We're also working to ensure that governments close ivory markets and effectively enforce bans in China, Laos, Myanmar, Thailand and Vietnam. There has been promising progress. Perhaps most significantly, China – home to the world's largest legal and illegal ivory market – implemented a domestic ivory trade ban at the end of December 2017. Momentum is building globally, as Hong Kong and Taiwan also announced that they will introduce domestic ivory bans.

In January 2018, we held a joint parliamentary event with the Chinese Embassy to mark the closure of China's ivory market. The event was attended by two UK secretaries of state, two ministers and other diplomats, and it successfully pushed illegal wildlife trade up the political agenda at an international level.

The 2018 London Conference on Illegal Wildlife Trade is in October. It offers a vital opportunity for world leaders to make the commitments needed to end illegal wildlife trade. We've been working with the UK government and the WWF network to help shape the agenda. Particular areas we want addressed include making sure governments commit to closing domestic ivory markets, reduce demand, tackle corruption, and improve training and equipment for rangers. We're also pushing for nations to send the highest-level attendees to the conference, to reflect the serious nature of this organised crime.

STRENGTHENING THE UK'S ARCTIC POLICY

Few places on our planet feel the effects of climate change more evidently than the Arctic. It's having an impact on the entire planet, but of course it's dramatically changing the lives of the people and wildlife that live in the region. So, as the UK government reviewed its Arctic policy during the year, we supported three women leaders from Arctic indigenous groups to visit the Houses of Parliament and the Scottish Parliament to tell the governments about living on the frontline of climate change, and to ask MPs to take stronger action to tackle climate change and to ensure any development in the Arctic is sustainable.

We were pleased to see a specific mention of our event, 'Arctic Voices', in the government's new policy – *Beyond the ice* – which it launched in the spring. The policy included new commitments to sustainable Arctic development that reflected our asks. We were also invited to give evidence to the cross-parliamentary Environmental Audit Committee following the release of this new policy, which shows our input is valued.

Last ice area

We've also supported efforts by WWF's international Arctic programme to boost protection for parts of the Arctic known as the Last Ice Area. The Canadian government has added parts of the Last Ice Area to its proposal list for new areas that should be listed as World Heritage sites. This move was influenced by WWF. Our team in Greenland is also advocating with the Greenland government for similar listings.

STABILISING RHINO POPULATIONS

Javan rhinos

We're determined to help establish a second population of the critically endangered Javan rhino. The species is under severe threat from disease or poaching outbreak. And, as its current habitat is limited to one area on the western tip of Java, it remains very vulnerable to extinction from a natural disaster such as a tsunami or a volcanic eruption.

We had already completed scientific studies and gained endorsement from Indonesia's Joint Rhino Secretariat, and agreement from the Ministry of Environment and Forestry, for a suitable second site – Cikepuh Wildlife Reserve. So this year we continued to coordinate plans with the relevant government authorities. But progress has been delayed because of military use of this reserve. Following a meeting with government officials, we have been asked to carry out a risk assessment to review the impact military training would have on rhinos in Cikepuh before we proceed. We are also investigating alternative sites. While this slow progress is disappointing, there has been renewed cause for hope: camera traps we provided this year have spotted two newborn Javan rhinos. This brings the population of one of the world's most endangered mammals to 68.

Black rhinos in Kenya

We were heartened by Kenya's 2017 status report on its black rhino population, which confirmed there were 745 – a rise of 7% in a year. This is a great achievement at a time when demand for rhino horn is fuelling huge levels of poaching in Africa.

During the year we supported Kenya's government as it developed its 2017-21 black rhino action plan. We helped bring together the Ministry of Tourism and Wildlife, Kenya Wildlife Service, the private sector and other NGOs. They agreed to aim to increase Kenya's black rhino population to 830 by 2021, with an annual growth rate of 5% in areas that have established populations. They also finalised plans including protection and law enforcement.

We supported vital work to protect this critically endangered species against poaching through activities like ear notching and microchipping in Solio Game Reserve, deploying thermal cameras in Nakuru National Park, and equipping rangers in key rhino sites like Nairobi National Park.

As part of efforts to expand the area available for black rhinos in Kenya we supported a project led by Kenya Wildlife Service to move rhinos into a new rhino sanctuary in Tsavo East. Devastatingly for all involved, the 11 black rhinos moved into the new sanctuary died during the translocation. We are conducting an independent review to understand exactly what happened and to help prevent a similar tragedy happening again.

60,000

**MORE THAN 60,000 SUPPORTERS
SIGNED OUR PETITION CALLING FOR
A BAN ON IVORY TRADE IN THE UK**

OBJECTIVE 2: SUSTAINING FORESTS AND OCEANS

We've been working towards significant increases in the area of forests and oceans that are properly protected and well-managed in places we regard as particularly vital.

Among our priorities last year were:

Lobbying for two more large-scale marine protected areas (following the Ross Sea success) in East Antarctica and the Antarctic Peninsula, while engaging our stakeholders and supporters with exciting stories and citizen science.

Establishing a committee (including private sector, livestock sector, banks and development agencies) to support effective and sustainable landscape governance of five million hectares in Acre state, Brazil.

Engaging with the UK governments and calling on them to build on environmental protections as we prepare to leave the EU. Also ensuring the UK establishes an effective system of marine protected areas, as well as sustainable management of fish stocks in UK and European waters.



PROTECTING ANTARCTIC SEAS

After our role last year in the landmark success in gaining protection for the Ross Sea, we continued our lobbying for further large-scale marine protected areas in Antarctica.

We know these international negotiations can take many years: the Ross Sea achievement took about a decade. During that time we also worked on getting a proposal adopted to protect East Antarctic waters. In October, the East Antarctica proposal and a new one to make the Weddell Sea a marine protected area were put forward at the Commission for the Conservation of Antarctic Marine Living Resources. Unfortunately neither gained consensus from the commission. We've also been involved in developing a further marine protected area proposal to protect the waters off the western Antarctic Peninsula.

We also worked to ensure the UK government remains committed to implementing a network of marine protected areas across the Southern Ocean, as well as supporting science to develop and monitor marine protected areas with our partners at British Antarctic Survey.

CITIZEN SCIENCE

We're keen to find new ways to boost the public connection with Antarctica and its wildlife. During the year we worked with British Antarctic Survey, Oxford University and Zooniverse on an online citizen science project that will encourage people to help us count numbers in penguin colonies, providing data to support marine protected areas. We funded the processing of vast quantities of aerial photographs, which was completed successfully. But the launch was postponed until April 2019, to ensure the public interface hosted by Zooniverse functions effectively and is engaging and educational.

A SUSTAINABILITY LANDSCAPE

Our focus in the Amazon covers three distinct landscapes that have their own pressures and stakeholders. We decided the best way to improve governance and to protect these areas is to work at the landscape level, rather than the state level. By supporting the delivery of workshops in two of the three landscapes, we provided training, discussed the most pressing challenges and priorities and, most important of all, we agreed landscape plans for these areas. This approach enabled greater participation and transparency in decision making through the wider representation of stakeholders across entire landscapes.

The agreed landscape plans outline actions needed to keep forest intact, while promoting sustainable development. These include clarifying land tenure rights and property sizes, along with strengthening the sustainable extraction of timber and the supply chains of forest products such as acai berries, rubber and oils.

We also continued to work at the state level. We advocated for policies that will influence sustainable development, land-use planning, and the implementation of a programme known as 'REDD Early Movers', which makes payments to pioneers who successfully reduce carbon emissions by avoiding deforestation.

Thanks to these and other actions, we're helping to maintain and conserve more than 4.5 million hectares of the forest cover across these three landscapes in Acre.

6

HARBOUR PORPOISES WILL HAVE SUITABLE PROTECTION IN THE SIX LARGE AREAS OF UK SEA WE'VE LONG CAMPAIGNED TO ACHIEVE

STRENGTHENING MARINE PROTECTION IN THE UK

We continued our efforts to ensure that the UK government safeguards environmental protections after Brexit. We're doing all we can to make sure all the protections we rely on from EU legislation are brought into UK law, and that the UK government goes further, to help restore nature. Our efforts to secure world-leading fisheries legislation following Brexit include leading the Greener UK coalition of NGOs that are working on fisheries, which for example ran a public campaign on the subject.

Throughout the five years of our current strategy, we've pressed for an effective network of marine protected areas around the UK. The percentage of our seas that are protected has tripled during that time, from 8% to 23%. We were particularly delighted this year when protection was confirmed of all six large areas we've long campaigned for, to provide suitable protection for harbour porpoises. Together they cover an area three times the size of Wales.

We're now focusing on ensuring these nominally-protected areas are managed well. This is a key element of our new five-year, £10m partnership with Sky. Public concern about plastic pollution increased hugely this year; our new partnership aims to increase awareness and engage people in restoring the health of our oceans.

We're calling for a ban on unnecessary single-use plastic, working with the Treasury, and scoping out new opportunities with businesses to make a substantial change to the problem of single-use plastics – including a major new partnership with Tesco.

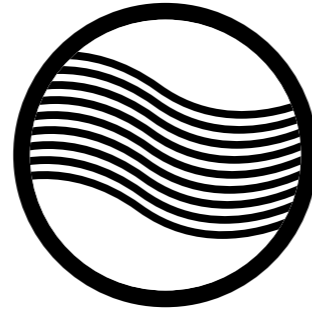
Our work for many years, pushing for sustainable fisheries in UK waters, has achieved good progress. During the year, North Sea cod gained certification by the Marine Stewardship Council, which recognises sustainable fishing practices. And we have successfully influenced new EU rules covering transparency and accountability in fisheries.

>4.5M HA

WE'RE HELPING TO CONSERVE MORE THAN 4.5 MILLION HECTARES OF FOREST COVER IN ACRE, BRAZIL

OBJECTIVE 3: KEEPING RIVERS FLOWING

We've been striving to secure or improve the flow of four or more of the world's great rivers, and helping to put measures in place to return UK rivers to good ecological health.



Among our priorities last year were:

Working with UK water companies and Ofwat on the price review process, and setting water company business plans for 2020-25.

We'll strive to ensure that a key environmental resilience indicator for water companies is reducing threats to achieving 'good ecological status' in our rivers.

Launching China's national guidelines for 'river chiefs' with China's Ministry of Water Resources. Under a new water management mechanism, river chiefs will cooperate across regions to protect water resources, control pollution and restore the ecology.

Encouraging more UK companies to join the Ganges Leather Buyers Platform, and extending the platform to other tannery clusters in India. We'll also help to develop and submit recommendations and a business case for improved national regulations that embed sustainability considerations in tannery practices.

IMPROVING UK FRESHWATER PROSPECTS

Around 40% of rivers in England and Wales are affected by sewage pollution and nearly a quarter of English rivers are at risk from too much water being taken from them. The situation is made more challenging for all those who rely on them when we experience severe droughts like the one this summer. These are predicted to become more frequent owing to climate change.

To improve the prospects of our freshwater environment, we're calling on water companies to sharpen up their environmental performance. As part of Blueprint for Water (a coalition of 18 NGOs), we've outlined the environmental considerations we want all water companies to include in their business plans. These include aiming for zero pollution incidents, scaling up their water efficiency programmes, and reducing unsustainable abstraction from river. This autumn, we'll produce a scorecard to assess how well their plans reflect our asks. Many companies have already been receptive to our suggestions and Ofwat has stated that it will reward companies whose approaches protect and restore the environment. Ofwat has also promoted an initiative we helped to develop, called the Abstraction Incentive Mechanism, which aims to reduce abstraction from ecologically sensitive rivers. This will apply to all water companies from April 2020, with financial incentives to increase its uptake.

Last autumn, we produced a report that highlighted the problem of sewage pollution in our rivers. In the report we called on water companies to ensure our sewer system guards against pollution and is able to cope with future pressure from an increasing population and climate change. Ofwat and Defra have since strengthened their stance on sewage and now expect water companies to produce long-term wastewater plans.

We've also met with the Secretary of State for the Environment to share our ideas for increasing the credibility of the water industry. It's been good to see a more robust stance on water company performance, and to hear of follow ups with water companies on our suggestions.

ZERO

MANY UK WATER COMPANIES HAVE BEEN RECEPTIVE TO OUR ENVIRONMENTAL SUGGESTIONS, INCLUDING AN AIM FOR ZERO POLLUTION INCIDENTS

RIVER CHIEFS PROTECTING CHINA'S WATERWAYS

It's estimated that half the world's population will live in water-stressed areas by 2025, and that approximately US\$14 billion of economic damage is caused each year by flooding worldwide. And of course the decline in the health of the world's freshwater environment is a serious problem for wildlife.

In China, the threats are particularly acute and we've been working for many years to tackle many of the problems there, including agricultural and industrial pollution, overfishing and illegal fishing. Water governance has also been an issue.

Until now, various agencies with competing priorities have shared responsibility for rivers and lakes, and accountability has been weak. But now, the Chinese government has appointed 'river chiefs', who have the power to take overall decisions and cooperate across regions and government agencies, and they must balance economic and environmental considerations.

This year through partnership with the China's Ministry of Water Resources, we have supported the development of national guidelines on 'One River (lake), One Plan', the fundamental action plan to improve rivers and lakes and put the river chief system into operation.

We're still pressing for further indicators of river health to be included, such as species quantities and variety, and we're encouraging more people to become actively involved in caring for their rivers through citizen science schemes.

We're also collaborating with the only river chief training institute, to develop training materials for better monitoring of ecosystem health. And we have launched a set of pilot projects with some river chiefs.

The scheme offers great potential to support recovery of freshwater species across China, including the Yangtze finless porpoise. This year there was encouraging news for this species. Following a very sharp decline between 2006 and 2012 – during which time nearly half the population of this critically endangered species was lost – a census in 2017 found a decline of little more than 2% in six years, to a figure of 1,012.

REDUCING POLLUTION FROM INDIA'S TANNERIES

The Ganges river is home to a rich diversity of wildlife including the Ganges river dolphin and gharials. But the river faces grave threats from pollution, as well as from dams and abstracting water to irrigate crops. Downstream from cities and industrial areas the water quality is very poor, which is having severe impacts on people and nature.

One of the most significant polluters in the river basin is a cluster of more than 400 tanneries in Kanpur, India. About two thirds of the wastewater produced by tanneries is returned to the river without being treated. So we're helping to make the business case for tanneries to use cleaner technology.

Our Leather Buyers Platform brings together UK fashion and equestrian businesses that are working with us to reduce the environmental impact of leather tanning in India. Four companies joined this year, including HSBC and Arcadia. Ten companies and two trade associations are now members and our combined influence has enabled us to take a number of actions to protect the Ganges.

Platform member companies met with the Indian government to show they care about the sustainability of the products they buy and to highlight recommendations for changes to policy and regulation that will enable more sustainable leather production across India. Following this meeting, WWF-India has been asked to sit on the committee that will develop a vision for the leather sector in India, to ensure sustainability considerations are embedded.

We've assessed the technology and water management practices at 40 tanneries in Kanpur and provided support to 10, to support them to improve in identified areas. Our interim results are very encouraging: 45% of them have either met or made great progress towards our highest priority improvements, such as reducing and recycling hazardous waste.

45%

45% OF THE TANNERIES WE'VE WORKED WITH HAVE MET OUR HIGHEST PRIORITY IMPROVEMENTS OR MADE GREAT PROGRESS

OBJECTIVE 4: TRADING SUSTAINABLE TIMBER AND SEAFOOD



We've been pressing for radical changes that will transform the timber and seafood sectors in the UK.

Among our priorities last year were:

Continuing work with Thai Union in Europe to transform its supply chains so all the products it sells in Europe come from sustainable sources by 2022. Its fisheries and farms will be certified by the Marine Stewardship Council or Aquaculture Stewardship Council, or engaged in projects to bring them to these standards.

Lobbying and advocating for the UK government to support an increase (to at least 75%) in the proportion of timber and wood products by value covered by the EU Timber Regulation. And by June 2018 the UK timber sector will source at least 55% of products from credibly-certified sources.

100%

WE WERE PLEASED THE EC'S CONSULTATION ON AMENDING ITS TIMBER REGULATION INCLUDED AN OPTION FOR IT TO COVER 100% OF WOOD PRODUCTS

SUSTAINABLE FISHERIES

We're working urgently to transform tuna fishing and other fisheries across the world so they're sustainable, as 93% of commercial fish stocks are currently either fully exploited or overexploited. A key part of this work is our partnership with UK seafood brand John West and its parent company Thai Union.

We've been working with Thai Union in Europe since 2014 to transform its European supply chains and ensure that all the products it sells in Europe come from sustainable sources. Through our partnership, we've helped to create several fishery improvement projects (FIPs) aimed at transforming fisheries to become more sustainable and meet the MSC standard. We supported Thai Union as it developed and implemented two FIPs that cover 85% of its tuna supply chain entering the European market. We helped to convene key stakeholders to participate, and we ensured the FIPs are working towards the highest standards of sustainability. Additional FIPs are due to be implemented later this year, so by the end of 2018 more than 95% of Thai Union's European tuna supply chain should be engaged in a FIP, which is an impressive shift.

This year we continued our work together to advocate for better fisheries management at a regional level in the Indian and Atlantic Oceans. For instance, we want to see rules introduced to control tuna catch. We were pleased that following our work to help Thai Union assess its European supply chain to identify the risk of illegal, unregulated or unreported (IUU) fishing, in 2018 the company expanded its risk assessments so they now cover IUU and social risks.

Thai Union also supports our regional sustainable fisheries programme in east Africa. This aims to ensure food security and livelihoods for local communities who rely on fishing. This year we used funding from Thai Union to improve the way data is collected on artisanal fisheries. The information is fed into national databases and helps regional decision-making bodies make better decisions about the management of the fishery.

85%

WE SUPPORTED THAI UNION AS IT IMPLEMENTED TWO FISHERY IMPROVEMENT PROJECTS THAT COVER 85% OF THE TUNA ENTERING ITS EUROPEAN MARKET

EFFECTIVE TIMBER RULES

The world is losing forests at a rate of around five football pitches every minute, and global demand for wood is set to triple by 2050. So it's vital we do all we can to tackle the main drivers of deforestation. We're determined that the UK market should lead the way on ensuring all timber products available here are from legal and sustainable sources.

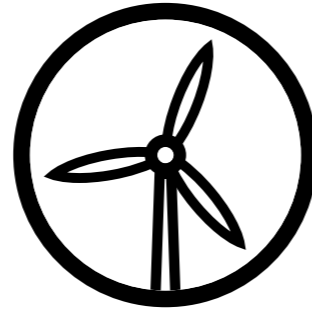
That's why we've long been pressing for changes to the EU Timber Regulation, which prohibits illegally or unsustainably harvested timber from being placed on the EU market. But it's not as effective as it needs to be, and we've been calling for it to include *all* wood products (rather than 41% currently covered). We were pleased the EC included this as an option in its public consultation on the potential benefits and costs of amending the regulation.

We encouraged the UK government, businesses and the public to respond to the consultation, and the responses sent a clear message that there's a huge appetite for the scope of the regulation to be expanded. We're confident that some really key products will be added, such as printed products and types of furniture, including seating, that aren't currently included. It remains to be seen whether the EC will commit to 100% coverage. We want the changes to be made to this legislation as soon as possible, so that when the UK leaves the EU after Brexit, this increased scope is already in place, and the UK can focus on robust implementation.

Our ambition was for the UK timber sector to source at least 55% of products from credibly certified sources. This has proved challenging. Our research estimates there's been little or no change in the proportion of certified products this sector sources – around 60%. But only half of this is FSC certified, which is the only scheme we recognise as providing credible certification of sustainable forest management. During the year we worked closely with the businesses in our Global Forest & Trade Network, which encouraged their supply chains to understand the importance of credible, sustainably sourced timber; and with the UK government to ensure public procurement of sustainable timber products.

OBJECTIVE 5: REDUCING CARBON EMISSIONS

We've been developing coalitions that can shift energy policy and reduce carbon emissions in Europe, Brazil, China and India – sufficiently to avoid catastrophic climate change.



Among our priorities last year were:

Pressing the UK government to produce ambitious plans for delivering the fourth and fifth carbon budgets – getting back on track for legally-binding 2050 emissions reduction targets. And working to drive and shape the implementation of new policies, especially for transport and buildings.

Working with the UK government (before UN talks in winter 2018) to strengthen climate action in line with the 1.5°C goal of the Paris climate agreement.

2035

THE UK'S CLEAN GROWTH STRATEGY INCLUDED A KEY ENERGY EFFICIENCY TARGET WE LOBBIED FOR – THAT BY 2035 ALL HOMES MUST MEET EPC LEVEL C

Climate change is one of the biggest threats facing people and the natural world alike. A major report we published this year, *Wildlife in a Warming World*, showed that if we don't take urgent action to tackle climate change, we stand to lose almost half of the wildlife species in some of the world's most important natural areas, including the Amazon and the Galapagos. The report concludes that we need to keep global temperature rise as low as possible. You can read more at wwf.org.uk/wildlife-warming-world

CLEAN GROWTH

We all know we urgently need to transform the way we harness and use energy if we're to tackle climate change. Key changes we've been pressing for in the UK include making our homes more energy efficient and powering vehicles with electricity rather than petrol or diesel.

We were determined to ensure the UK government included ambitious targets in its Clean Growth Strategy, which is the plan by which it'll deliver its carbon budgets covering emissions reductions between 2023 and 2032; the government is not currently on course to meet these commitments. It was a real campaign win for us when this Clean Growth Strategy was published, including a target we'd lobbied hard for (with backing from our supporters, who sent messages to more than 500 MPs) that by 2035 our homes must all meet an energy efficiency rating known as EPC level C.

We've also been campaigning on transport, which is the single biggest emitting sector in the UK. We've been driving the growing pressure for the government to commit to end the sale of new petrol and diesel vehicles by 2030. We produced strong evidence on the subject that's been influential within the Office for Low Emission Vehicles. And we gained support from many influential quarters backing our call, including the Business, Energy and Industrial Strategy parliamentary committee, and the likes of Richard Branson, a major trade union, energy companies and even the oil giant, Shell.

As a result, the government has now committed to an interim target – that by 2030, 50-70% of new vehicles will be electric. We don't think this is high enough, but we're pleased the government is involving us in the debate.

STRENGTHENING CLIMATE ACTION

We pulled out all the stops in our efforts to keep up the pressure in the build-up to vital UN climate talks later this year. At the end of 2017 we had our strongest presence ever at the UN climate change conference in Bonn, where WWF's 'Panda Hub' was the venue for more than 50 influential events. We hosted the French president Emmanuel Macron and the governor of California Jerry Brown, and our panel sessions included many opinion formers and decision makers.

As part of The Climate Coalition, we reached out to a potential audience of more than 500 million through the media presence of the 'Show the Love' initiative, including new audiences who are concerned about the potential impact of climate change on many sports. We boosted political engagement with this campaign, resulting in three times more MPs taking part than in the previous year. And we mobilised public support for climate action through Earth Hour.



Walrus on an ice floe in Svalbard, Norway. The Arctic is warming at twice the global average rate, and it's disrupting the pattern of life of many species that live in the region. Walrus depend on sea ice as a platform for feeding and resting, but in the past decade, decreases in sea ice cover have forced abnormally large numbers of walrus ashore in Russia and Alaska.

OBJECTIVE 6: LIVING SUSTAINABLY

We've been addressing the drivers of environmental degradation and promoting a 'one planet' economy where people and nature thrive.



Among our priorities last year were:

Seeking to shape the UK government's 25-year environment plan through regular engagement with Defra and the Natural Capital Committee, and by detailing how the plan must tackle the UK's global environmental footprint. And bringing businesses and the environment secretary together to discuss priorities for the plan.

Developing our Livewell Plate and building our communication strategy on food issues. Working with Sodexo to provide a global guide for sustainable meals that considers the whole supply chain.

GLOBAL

THE UK'S 25-YEAR ENVIRONMENT PLAN INCLUDES WORDING WE'D USED IN OUR LOBBYING, ABOUT COMMITTING TO TACKLE THE GLOBAL FOOTPRINT OF GOODS WE IMPORT

SHAPING THE UK'S 25-YEAR ENVIRONMENT PLAN

We've been working for several years to influence the development of the UK government's 25-year environment plan. The plan sets out an overarching vision and framework for environmental goals in the UK, and will apply to all government policies – including key ones on agriculture and fisheries. It has faced repeated delays owing to general elections and the Brexit process, so we were delighted that it was finally published in January 2018.

The biggest success for us was ensuring it included commitments we wanted on how the UK should tackle its *global* footprint. After all, the goods we import can have a seriously detrimental impact on the natural world outside the UK, leading to problems such as deforestation and declines in many wildlife species we're striving to protect. So it's vital that the UK government has a plan that acknowledges its responsibility for such overseas environmental impacts. The final plan contained phrasing that we'd used in our lobbying, almost word for word.

For example, it included an initiative to ensure good governance of global natural resources, which was our concept. This will mean the UK will work with governments and businesses overseas to improve the governance of the resources we depend on for our imports.

This could support governments to use landscape planning to manage their natural assets – to ensure production of goods doesn't lead to environmental damage or jeopardise local communities. And it would get businesses in UK that are importing those goods to be more engaged in these countries, and to consider environmental and social concerns in their supply chains.

Now we're pushing for a UK Environment Act that will embed into law the targets and policies that are set out in the 25-year plan.

During the year we convened a round table at the Houses of Parliament that gave a number of businesses (including our partners HSBC and Coca-Cola) an opportunity to discuss their priorities for the 25-year plan directly with the business and environment secretaries.

60%
FOOD PRODUCTION RELIES ON NATURE, BUT IT'S RESPONSIBLE FOR ALMOST 60% OF GLOBAL BIODIVERSITY LOSS AND UP TO 30% OF GREENHOUSE GAS EMISSIONS. SO IT'S A BIG PRIORITY FOR WWF TO HELP DEVELOP A SUSTAINABLE FOOD SYSTEM

The companies called on the government to invest in natural capital – for example, by paying farmers to improve the way they manage their natural capital. And they asked for incentives for businesses to manage their natural capital more sustainably. A new Green Business Council will now be set up to discuss exactly that – how to provide the right incentives for businesses to improve their impact on nature. And a new Natural Capital Impact Fund will combine public and private money to invest in natural capital.

We hope these positive developments will help to ensure Brexit results in a positive environmental outcome – protecting and enhancing our environment and fighting off any risk of any race to the bottom.

EATING FOR 2 DEGREES

What we eat affects not only our own health, but also that of the environment. Our food production relies on nature, but shockingly it's responsible for almost 60% of global biodiversity loss and up to 30% of our global greenhouse gas emissions. That's why helping to develop a sustainable food system is a big priority for WWF.

This year we further developed our Livewell project – our work to demonstrate it's possible to have a healthy diet that's also sustainable. We added land and water footprints to our assessment, alongside carbon, in our new report *Eating for 2 degrees – new and updated Livewell Plates*. We also outlined more specific diets – including for teenagers, men, women, over-65s and vegan adults.

This work has helped to move the concept of sustainable diets from a niche idea to the mainstream: companies including Tesco, Co-op and Waitrose have referenced our work. And it's helped us secure partnerships with companies such as Alpro and Sodexo.

Sodexo is one of the world's largest catering businesses. In the UK alone, it serves a million meals a day. Our partnership is a huge opportunity to reduce the environmental impact of its meals. This year, we expanded our efforts and Sodexo is now planning to roll out its UK model of more sustainable meals to its catering in France and the US. We continued to provide expert technical and strategic advice to Sodexo's global guide, which will consider its entire supply chain. This will be unveiled in 2019 as a core part of its next strategy.

During the year, we also published a report that highlights the devastating impact that chicken, pig and fish farming in the UK has on global biodiversity. The report, *Appetite for Destruction*, makes the connection between our food choices and biodiversity loss. It also outlines positive, empowering solutions.

2 DEGREES

OUR REPORT, EATING FOR 2 DEGREES, ADDS LAND AND WATER ALONGSIDE CARBON WHEN ASSESSING THE IMPACT OF WHAT WE EAT. IT'S HELPED US SHIFT THE CONCEPT OF SUSTAINABLE DIETS INTO THE MAINSTREAM

The following three strands of our work helped us to achieve the previous six objectives...

BUILDING WWF'S IMPACT AROUND THE WORLD

WE'RE HELPING WWF DEVELOP A STRONGER PRESENCE IN OTHER COUNTRIES, TO MAKE AN EVEN BIGGER IMPACT

Kidemi Ehe Sanirei carries firewood to her house in Elangata Enderit village, in the Loita conservancy, which borders the Maasai Mara in Kenya. As well as anti-poaching and wildlife monitoring, we're supporting work to reduce human-wildlife conflict in the area, which provides an important corridor for elephants to move through.

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1

Last year we focused on:

.....
Further strengthening our partner offices' capacity to achieve financial sustainability.

.....
Helping them strengthen their decision-making power and their influence.

.....
Leading the WWF network on organisational development.

During the last five years we've helped our priority WWF partner offices in Brazil, China, India and Kenya make great progress in strengthening their strategies and improving their resources. Last year we established a new 'community of practice' to share the knowledge we've developed, so more offices in the WWF network can strengthen along similar lines. The community has grown over the year and now includes a wide range of WWF offices in Asia, Africa and Latin America.

This year we've developed new tools for the WWF network on how to monitor and evaluate organisational development. We've created indicators and communications, and we've shared learning and best practice. In the coming year we're launching an interactive workplace community to help share best practice across the entire network.

We've also helped the four specific partner offices achieve considerable further success during the year.

KENYA

Now WWF-Kenya is an independent organisation, we've helped it develop a more credible voice within Kenya. It's achieving greater media coverage, businesses are engaging with WWF-Kenya on work that is improving their environmental footprint, and the Kenyan government is reaching out to WWF on more conservation issues. This has helped in WWF's efforts to input into the development of major policies in Kenya, including landscape scale land-use plans, green investment guidelines and a national strategy for a green economy.

CHINA

During the year, we helped WWF-China achieve a major milestone that's similar to Kenya becoming an independent national charity: it is now legally recognised as a national organisation, which means it can now engage with the Chinese public and corporations to promote conservation and directly raise funds. Donations have started, and this will be a major focus in the next financial year.

+136%

WE'VE HELPED BOOST WWF-INDIA'S FINANCIAL SUSTAINABILITY. ITS FUNDRAISING INCOME HAS GROWN 136% IN FOUR YEARS

INDIA

Our investment has helped to boost WWF-India's financial sustainability. Its fundraising income has grown by 136% in four years, and it now has 40 corporate partnerships. The expectation is that WWF-India will be financially sustainable in two years, with no need for further organisational development funding from the WWF network.

It is also achieving greater impact within India. For instance, a new initiative it launched – calling on people and companies to make changes so they give back to nature – is gaining unprecedented support from the Indian government and from institutions and individuals. Around six million people have already engaged with the scheme.

BRAZIL

Our organisational development support has also helped WWF-Brazil to develop its capacity in advocacy. This has been fundamental in influencing national policy decisions, including mitigating the negative environmental impacts of a proposed policy on mining speculation.

Another advance – WWF-Brazil's adoption of a new conservation project management system – was a key factor in the Brazilian Ministry of Environment's decision to select WWF-Brazil to manage a new Global Environment Facility species project worth US\$13.4 million.



GROWING OUR SUPPORT

OUR SUPPORTERS ARE OUR LIFEBLOOD AND REMAIN A CRITICAL VOICE HELPING US TO POWERFULLY ADVOCATE CHANGE AND FIGHT FOR OUR WORLD.

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Pupils from a school in Woking are identifying wildlife in their school grounds and finding ways to encourage biodiversity in their local area and make their school more sustainable. During the year, we inspired more than 6,000 schoolchildren to explore, learn and discover more about the natural world and sustainability through WWF workshops at our Living Planet Centre.

2

Last year our priorities were to:

Inspire and engage the public in new and exciting ways.

Apply our understanding of how we can be more relevant to people, and create more opportunities to increase their feeling of involvement in our work – demonstrating how essential their support is to our conservation goals.

Build conversations with people using the power of digital channels such as social media, and attract substantially larger numbers of people to become members of WWF and lend their support to our campaigns and work.

Adapt to the new data protection regulation.

Last Christmas we broadcast a powerful new advert. Using computer-generated images, we presented viewers with an elephant's point of view of the devastating impact of poaching.

This work was an important element of our most successful fundraising campaign in the last five years which engaged a strong number of new supporters and featured in the *Mirror's* list of the best Christmas ads of 2017.

The advert's message highlighted that elephants experience complex emotions, just like us, and that around 55 elephants a day are killed for their tusks. We called on people to join us in our hard-hitting work to stand up for wildlife at this critical time.

Building on greater insight about what our supporters want from us, our associated efforts across multiple platforms (including social media, web, media, and even our newly-relaunched WWF online shop) helped boost conversations with the public and supporters and encouraged significant numbers of people to campaign with us.

For instance, more than 60,000 supporters signed our Stop Ivory Trade petition, which called on the UK government to ban ivory trade in the UK and help stop the elephant poaching crisis. This response helped in a great campaigning success, as the UK government announced it will implement one of the toughest ivory trade bans in the world.

More widely, our campaigns are helping drive change.

Last year, 7,000 supporters signed up online to our Nature Needs You campaign. They emailed nearly 600 MPs, many of whom wrote to the Defra Secretary of State demanding better protection for UK rivers. It's resulted in new plans that should lead to action to tackle sewage problems and reduce demand for water.

Since April, we've encouraged nearly 16,000 supporters to respond to Defra's consultation on the Agriculture Bill. This response equated to a third of all the responses Defra received.

We have also launched a campaign to end unnecessary single-use plastic that's choking our oceans. More than 20,000 people have already added their name to help us push for urgent action from businesses and governments. We are keeping them engaged on the subject; their voices will give greater power to ours when we respond to upcoming government consultations on plastic.

We recently reached half a million followers on our Facebook pages. Our website attracted 4.8 million visits – an increase of nearly 20% on the previous year's figure.

WORKING WITH PARTNERS

Our corporate partnerships remain hugely important to our work. They help us achieve transformational change within sectors and supply chains, reach new audiences and – through their contribution of funding – help us deliver our conservation programmes. During the year we worked with Coca-Cola, HSBC, John West, M&S, MBNA, Sky and Sodexo, among others.

This year we renewed our long-standing partnership with Sky for another five years, focusing on ocean health around the UK and Ireland, as well as Germany, Italy and Spain. We've started working with HSBC on apparel supply chains and on China's Belt and Road Initiative and we've won multiple awards – including the gold award for sustainable supply chains at the Global Good Awards – for our partnerships with Thai Union (John West) and Sodexo.

We're very grateful for the support our partners provide for Earth Hour – including P&G's Ariel officially sponsoring our Earth Hour promises. And we're indebted to players of People's Postcode Lottery for their exceptional support – these funds have helped our work to protect lions, rhinos and marine turtles in east Africa, as well as marine life around Britain's coast.

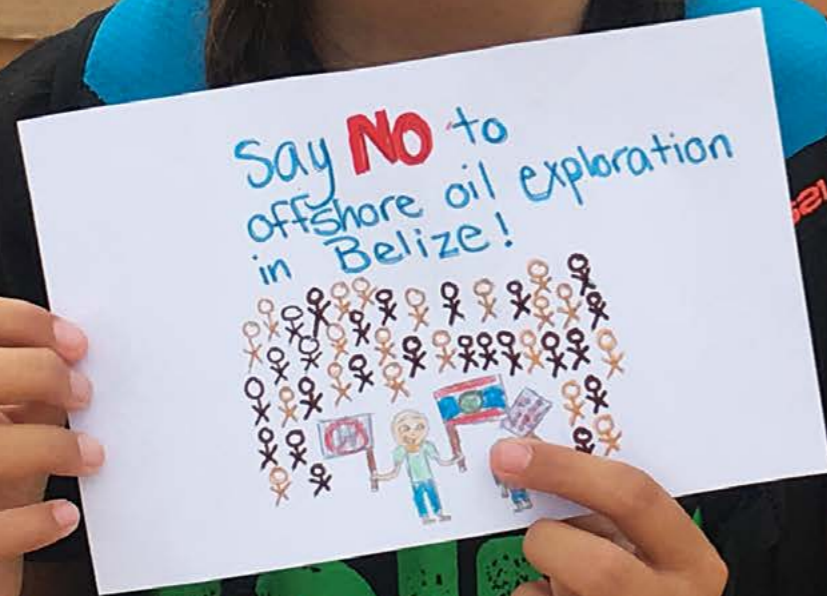
DATA PROTECTION COMPLIANCE

During the year we put in place the processes we need to be compliant with the new General Data Protection Regulation. We updated our privacy policy; we abide by the new regulations; and we strive to ensure our fundraising is legal, honest, open and respectful.

Madison Pearl Edwards received a special mention at the WWF International President's Youth Awards for her efforts to protect Belize's precious barrier reef, including her blogs and social media activity. She's pictured when we handed in hundreds of thousands of signatures calling on the Belize government to stop offshore oil exploration next to the reef. Our campaigning has resulted in the Belize government adopting a permanent moratorium on all extractive activities in its waters, and the reef being removed from the World Heritage 'in danger' list.

saveourheritage
panda.org/belize

panda.org
#saveourheri



WWF CAMPAIGNING TOGETHER GLOBALLY

3

Our priority last year was:

To build on – and significantly contribute to – WWF's global Saving Our Shared Heritage priority campaign. The campaign aims to boost protection for natural World Heritage sites and the species and people who rely on them.

We also committed to lead WWF's work to challenge the finance and extractives sectors, in order to contribute to the campaign goal that at least 10 multinational companies make positive public commitments to ensure their supply chains and activities do not harm World Heritage sites.

In an incredible turnaround, this year our global campaigning has led to a breakthrough for one of the world's most diverse ecosystems, the Belize barrier reef – a World Heritage site. In June, the reef was taken off UNESCO's 'in danger' list.

It had been classed as 'in danger' for nearly a decade, owing to threats of irreversible damage from harmful coastal construction and oil exploration. However, as with almost all other reefs around the world, it remains at threat from global warming – which is why we continue our work to tackle climate change.

Just 18 months earlier, we spearheaded an urgent outcry against seismic testing in pursuit of oil just outside the Belize barrier reef reserve. Our action, bolstered by support from more than 450,000 people across the world, helped achieve a landmark moratorium that now prohibits oil exploration on or near the reef.

Belize's government has now followed this with strong actions, such as enacting new regulation that protects the country's precious mangroves, and committing to bring in a law that prevents public lands within the World Heritage site being sold. We provided technical advice to the government.

In doing so, Belize has transformed itself into a global leader in marine conservation. It is one of only three countries in the world that prohibit offshore oil activities in all of its waters. Its reef is home to an incredible diversity of wildlife and supports the livelihoods of more than half Belize's population through reef-related tourism and fisheries.

Our research shows that around half of the world's 229 World Heritage sites listed for their natural values are under threat from harmful industrial activities such as mining, oil and gas drilling, and large scale infrastructure construction. We know we won't be able to protect all of these if we fight threats on an individual basis, when they reach a crisis point. So we're also working to prevent investment in harmful industrial activities in these areas.

In particular, we're pressing banks, investors and insurers to take a strong stance that shows they don't want their money used to risk natural World Heritage sites. This sends a clear message to the extractive sector to respect these special places.

During the year, there's been great progress in this aspect of our campaign. We celebrated the introduction of a global insurance industry scheme to protect the outstanding universal value of World Heritage sites, via the UN's Principles for Sustainable Insurance – an initiative launched by the UNESCO World Heritage Centre and WWF. Eleven insurers have already signed up.

In addition, 12 global banks have shared their World Heritage policies with UNESCO. For some banks, such as Barclays, it was their first public policy on the issue. Others, including Standard Chartered, strengthened their policy. Both these banks made clear they won't finance projects that risk natural World Heritage or Ramsar sites. These moves followed our efforts to turn up the heat on banks, by attending their annual general meetings and challenging them to follow our guidance on creating a strong policy. They're a sign of how serious the finance sector is about reducing their business risk and protecting these valuable places.

Others adding to this momentum of World Heritage commitments include the Church of England, IPIECA (a global oil industry membership body), and World Rowing, which became the first sports body to develop a policy to respect such sites.

We're optimistic that thanks to more than 1.5 million passionate people writing to prime ministers and presidents to ask them to protect World Heritage, and with banks, investors and insurers telling high-risk industries that they don't want their money used to threaten the value of World Heritage sites, more positive changes will follow.

OUR PRIORITIES FOR THE FUTURE

The next three years – putting nature at the centre of our daily lives

Our planet's size, beauty and diversity is difficult for us to get our heads around, as is the destruction and lasting damage humans have caused. We are destroying our planet faster than ever.

Nature is in freefall as habitats continue to be destroyed: global populations of wild animals have halved in the last 40 years; nearly nine square kilometres of forests are lost every hour; and there could be more plastic than fish in the sea by 2050.

However, it's not too late. We can restore nature. But we have to move fast.

We have recently put together our roadmap for the future, against the growing challenges of our time: a triple challenge of needing to find a way to feed up to 10 billion people, avoiding more loss of our precious ecosystems and wildlife through conversion of land to food production, and stabilising the climate.

Just about every environmental indicator is going in the wrong direction and at speed. We have succeeded in some important wins – securing commitment for an ivory ban in the UK, doubling tigers in India and Bhutan and helping to ensure a media focus on single-use plastic. Yet too often we are winning battles, but losing the war.

We knew our new priorities had to build on our past to secure all our futures. We knew we must be bold – bolder than we've ever been.

Our job in the next 10 years is to stop the decline of our planet's natural resources and to inspire the action urgently needed so nature's vital signs are healthy once more. Looking further ahead to 2050, our ultimate goal is to ensure nature is thriving for future generations of humanity and wildlife.

The next years are critical as we rapidly approach the 2020 'super year' – when there will be several key international political processes at which global decision makers can make vital positive commitments for nature. For instance, extending the expiring environmental targets under the Sustainable Development Goals, enhancing national action plans to help meet the Paris agreement goals, and deciding the post-2020 framework under the UN Convention on Biological Diversity.

This demands some fundamental shifts in our approach, which ultimately puts environmental issues at the centre of everyone's daily life – from kitchens to boardrooms.

In addition to our heartland work of protecting wildlife where it lives, we must focus on tackling the underlying root causes driving nature's decline. We must move towards greater advocacy and campaigning, to secure the policy action needed for nature's restoration both on the global stage and to call for leadership closer to home, especially as the UK leaves the EU.

Importantly, we are focusing on three priorities that present the greatest and most urgent threats to our mission for a world where people and nature thrive:

- tackling the food system that devastates so much of our wildlife;
- driving progress on the major changes needed to avert the overwhelming danger of climate change;
- protecting some of the most iconic species and habitats on our planet.

PLEASE JOIN US: WWF.ORG.UK/JOIN

OUR PLANET, YOUR WORLD

We're determined to halt nature's decline and restore nature. We know this can only be achieved if we secure global agreements (and agreements in the UK) that will require governments, businesses and the public to put nature front and centre of all we do.

OUR TARGETS

Fundamental to this goal will be a Global Deal for Nature in 2020. In the coming year we'll call for one – setting out the vision and its purpose: to make it politically, socially and economically unacceptable to degrade our planet and its resources. Globally, we'll influence decision-making processes on climate, development and biodiversity. In the UK, we'll launch a coalition of businesses that can help us advocate for the Global Deal – and engage with them about their need to reduce the footprint they have on biodiversity. And we'll galvanise the public, through campaigns that will encourage tens of thousands of people to hold politicians and businesses to account on the actions they must take to restore nature.

We have huge ambitions as we launch the Our Planet project in collaboration with Netflix and our offices around the world in early 2019. Both the global TV series and the supporting content will provide us with an incredible opportunity to engage hundreds of millions of people and raise truly global attention to the fight to restore nature.

The UK government's 25-Year Plan for Nature and the potential Environment Act also provide big opportunities. We'll use our influence to ensure the plan is delivered, and we'll secure commitments to the Environment Act and to a new environmental watchdog that will require politicians to protect and restore nature.





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Seedlings at a nursery in Amaltari village, Nepal. Sustainable and climate-resilient farming is a priority here – to generate income, but also to anchor soils and increase water infiltration.

GROWING SUPPORT

We know that to meet the huge ambition of our new strategy, we'll need to grow support for our mission substantially. To do this, we're focusing on our supporters' experience, reasserting the incredible power of our brand and creating more opportunities for people everywhere to be a part of what we do.

We never take our relationship with our supporters for granted and have listened to them and asked people interested in our work about our future work. We want to ensure we are responding to the needs of a declining planet, but also to future generations who want to save the planet.

OUR TARGETS

We'll demonstrate to a much wider audience how urgent our work is and why we are important to them – particularly through a new campaign that articulates our mission in a clear and compelling way. This will call on everyone to join us in the fight for their world. To boost support, it's vital that we transform the way we engage with supporters – so we'll put the supporter experience first, build deeper relationships with them, develop new ways for people to show their support, and value all the ways people support our mission.

FOOD FOR THE FUTURE

Our food system is the single greatest destroyer of wildlife – the way we produce what we eat is responsible for almost 60% of global biodiversity loss and up to 30% of our global greenhouse gas emissions. And the expansion of agricultural land to produce animal feed is one of the biggest causes of forest loss.

This has to be sorted out. We're focusing on changing the entire food system – from plant to plate – to make it sustainable.

OUR TARGETS

This will require us to increase people's understanding of the links between their food choices and the impacts on nature – from the destruction of forests for soy plantation to unnecessary single-use plastic cutlery or packaging.

A good way of assessing these impacts is by considering the average UK shopping basket; we aim to halve this impact. We'll press for strong implementation of the new Agriculture Bill and post-Brexit trade agreements to position the UK as a leader in developing a sustainable food system.

We'll also work with UK food businesses to drive a step change in their understanding of the environmental impact of the food they offer – and their accountability for this. Part of this will be through an increase in companies' commitments to avoid conversion of natural habitat – particularly in the Cerrado (Brazil). We'll demonstrate the measures that are needed to achieve transformations at a large scale in agricultural landscapes in the Cerrado, as well as in Sabah (Malaysia) and the Cam-Ely-Ouse region in the UK. By doing so we'll help save iconic species by protecting their homes – from jaguars to orangutans to hedgehogs.



Scientist Jon Aars measures a tranquilised polar bear. To help conserve this iconic species, we need better data to accurately assess how climate change will affect them.

Black rhinos browse in Nairobi national park, just outside the city of Nairobi, Kenya. We're supporting Kenya's national black rhino action plan, which aims to expand the suitable area available for black rhinos in the country and increase Kenya's black rhino population to 830 by 2021.



CLIMATE AND POLAR

The past year has seen average temperatures top the hottest on record, dam levels fall dangerously low in South Africa, unprecedented flooding strike southern India and severe drought cause forest fires in California. Climate change has never been clearer and more obvious.

The polar regions – with their abundance of some of the most remarkable wildlife on Earth – are among the areas that are most vulnerable to the effects of climate change. We want to secure climate and conservation action that will help secure our future as well as that of penguins, polar bears and krill. We'll ramp up pressure on the UK government to help safeguard the polar regions and to show leadership on climate action – to deliver on the Paris agreement commitment to halve our emissions each decade and get the UK to zero net emissions as soon as possible in the first half of this century.

OUR TARGETS

It's vital we gather and highlight clear evidence of the regional impacts and global consequences of the changing climate in the polar regions – on biodiversity and people. Such evidence will help us push the UK government to commit to stronger climate targets as Britain leaves the EU, in line with the Paris agreement. Our conservation science and advocacy will also enable us to influence the UK government to lead and support evidence-based conservation in the polar regions. We're also identifying major UK business interests in the Arctic and developing an action plan to influence them so they support sustainable development there.

THRIVING HABITATS AND SPECIES

Vast areas of the world are being destroyed at an alarming rate. Millions of hectares of the Amazon rainforest and east African savannahs are at immediate risk. Asia's great rivers are heavily polluted from toxic run-off. And we could lose 90% of coral reefs by mid-century from climate change and pollution. These habitats are home to a huge array of wildlife, and population numbers are in sharp decline: black rhinos, Amur leopards and Chinese sturgeon are critically endangered; populations of lions, jaguars and giant otters are decreasing. Such areas are also home to people who depend on them for their livelihoods. And they provide the clean air we breathe, fresh water we drink, food and fibre we eat and medicines – those we know about and those yet to be discovered.

OUR TARGETS

The seismic shift in the scale of our approach is exemplified by our new work to establish green corridors for wildlife. It will take years, but we'll kick-start the work to create the corridors. We'll work with governments, businesses and communities to acknowledge that a spatial planning approach is needed. And we'll get agreement about the many stakeholders who need to help if we're to achieve this.

At an even greater scale, China's vast Belt and Road Initiative has the potential to have very substantial impacts on wildlife and habitats. We're determined that it must follow a sustainable approach, so we're supporting an ambitious policy strategy for WWF-China to help achieve this.

Closer to home, we remain resolute that the UK government will deliver a ban on domestic ivory trade. The 2018 London Conference provides a great opportunity for us to secure commitments from global governments to tackle the illegal wildlife trade. We'll also increase public visibility of WWF's role in tackling the illegal wildlife trade.

FINANCIAL REVIEW

OPERATING STATEMENT

	Year ended 30 June 2018	Year ended 30 June 2017
	£m	£m
Incoming resources excluding gifts in kind	67.3	60.1
Gifts in kind	0.3	0.7
Incoming resources	67.6	60.8
Costs of raising funds and reorganisation costs		
Cost of raising funds	13.0	12.3
Reorganisation costs	0.5	-
	13.5	12.3
Net income available for charitable purposes	54.1	48.5
Expenditure on charitable activities		
Restoring wildlife	9.1	9.4
Sustaining forests and oceans	6.3	8.0
Keeping rivers flowing	4.3	4.8
Trading sustainable timber and seafood	1.7	1.9
Reducing carbon emissions	1.4	1.5
Living sustainably	3.7	4.2
Strengthening our priority partner WWF offices	2.8	3.3
Building capacity in the network	7.1	6.6
Campaigns, education and public awareness	12.2	10.5
Gifts in kind attributable to charitable activities	0.2	0.7
	48.8	50.9
Net income/(expenditure) before gain on investment assets	5.3	(2.4)
Net gain on investment assets	0.6	2.0
Net income/(expenditure)	5.9	(0.4)
Fair value movements on cash flow hedges	-	(0.2)
Net increase/(decrease) in reserves	5.9	(0.6)

Gentoo penguin, Antarctica. During the year we worked with British Antarctic Survey, Oxford University and Zooniverse on an online citizen science project that will encourage people to help us count numbers in penguin colonies. This will provide data to support our call for further protection of large-scale areas of Antarctica.

INCOME

Total income for the year for the Group (comprising WWF-UK and WWF-UK (World Wide Fund For Nature) Trading Ltd) was £67.6m, compared with £60.8m in the previous year. This substantial uplift in income was attributable to increased income from legacies, corporate partnerships and lottery promotions.

An increase of income from legacies of £3.6m from £11.9m to £15.5m included a bequest of £3.3m from Dr John Rimington to support our tiger conservation work.

Income from corporate partnerships rose £2.9m from £4.5m to £7.4m following the renewal of the water programme partnership with HSBC and a new partnership with Sky, funding and supporting projects aimed at developing marine protection areas in the UK and various other parts of Europe.

An increase of £2.4m in income from lottery promotions was due to an increase in the number of draws by People's Postcode Lottery. Although we currently benefit from three draws each calendar year, the timing of the draws (three in the second half of 2017 and three in the first half of 2018) meant that six draws fell within our financial year 2017-18.

Although overall income has been encouraging, there was an anticipated reduction in income from aid agencies and government grants of £2.0m mainly due to the Programme Partnership Arrangement (PPA) with the Department for International Development (DFID) coming to an end in December 2016.

Membership and donations from individuals were £34.5m. This was a decline of £0.6m (2%), following a reduction of 3% the previous year. In our new strategy, we are aiming to substantially grow this, our largest income stream by developing our engagement with our supporters and the wider public in the importance and urgency of our work.

EXPENDITURE

The amount we spent on raising funds increased by £0.7m to £13.0m. This was attributable to an increase in expenditure on media advertising including our award-winning Christmas TV advertising campaign about elephant poaching. However, the cost of raising funds as a percentage of our total income reduced from 20% to 19% as a result of the increase in income.

Reorganisation costs of £0.5m related to the strategy review process that took place in the year and which delivered our new strategy.

Our charitable activity expenditure (excluding gifts in kind) reduced by £1.6m (3%) from £50.2m to £48.6m with a decrease of £3.3m in grants and project costs and an increase of £1.7m in the cost of campaigns, education and public awareness.

The reduction in grants and project costs was mainly attributable to the fact that the last of the PPA funding was spent in the previous year (£2.3m) and to the fact that the exchange rate of the pound recovered to some extent against some of the main currency exposures by comparison with the previous year. Against this, there was an increase of £1.1m in the contribution to WWF International partly as a result of exchange rate movements (the contribution of the previous year having been hedged prior to the fall in the value of sterling following the EU referendum) and partly to cover extra conservation-related costs of WWF International following its move to a new structure and transition costs relating to this move.

The increase in the cost of campaigns, education and public awareness was partly due to costs relating to the Our Planet project in preparation for the TV series being launched by Netflix in 2019 and costs relating to the refresh of the organisation's brand.

BALANCE SHEET AND RESERVES

The net income for the year of £5.9m resulted in an increase in total reserves from £57.8m to £63.7m. The size of the surplus was mainly the result of the fact that there was unanticipated income received towards the end of the year including the £3.3m bequest from Dr Rimington (referred to above).

The increase in total reserves was comprised of uplifts of £1.5m in unrestricted funds (to £41.7m), £4.3m in restricted funds (to £16.9m) and £0.1m in the value of endowments (to £5.1m).

The uplift in unrestricted funds is split between an increase in general reserves of £3.9m (see below) from £15.3m to £19.2m, and a decrease of £2.4m in designated reserves (including unrestricted funds held as fixed assets) from £24.8m to £22.4m.

The decrease in designated reserves is detailed in Note 21 and below.

The increase of £3.9m in general reserves can be summarised as follows:

	£m
General reserves at 1 July 2017	15.3
Net increase in unrestricted funds (Note 21)	1.5
Decrease in designated reserve for fixed assets (Note 21)	0.1
Decrease in designated reserve for the Living Planet Centre (Note 21)	0.5
Capital expenditure designated reserve (Note 21)	(0.2)
Fundraising designated reserve (Note 21)	0.5
Programmes designated reserve (Note 21)	(1.0)
Public awareness designated reserve (Note 21)	1.8
Designated reserve for loan to WWF International (Note 21)	0.8
Increase in designated reserve for investments (Note 21)	(0.1)
General reserves at 30 June 2018	<u>19.2</u>

The WWF-UK reserves policy requires that general reserves are reviewed on at least an annual basis to ensure that they are at an appropriate level and sufficient to protect programmatic expenditure in the short term from any sudden drop in income.

Applying the assumptions set out in the policy, we have reviewed the requirement for general reserves and decided to retain a range of between £12m and £16m (approximately 16 to 21 weeks of unrestricted funds expenditure). The current level of general reserves sits above the top of the range due to unexpectedly large legacy income receipts. In 2018/19 we are budgeting to bring the level down towards the middle of the range by investing a portion of the general reserves in important initiatives to support our new strategy.

INVESTMENTS

WWF-UK's investment policy is to maintain the real value of our investments and to maximise income by way of a diversified portfolio consistent with the trustees' legal powers and duties. This is underpinned by our socially responsible investment policy, which promotes the principles of sustainable development and improvements to the environment and is designed to ensure that there is no exposure to investments that may be inconsistent with our mission and objectives. A large range of potential investments are excluded on this basis including any investments in fossil fuels. All equity investments are screened to ensure that the portfolio complies with our investment policy.

PRINCIPAL RISKS AND UNCERTAINTIES

The trustees are responsible for ensuring that WWF-UK has a sound system of internal control to safeguard its assets and funds, and for ensuring that its assets and funds are used only in furtherance of WWF-UK's objectives. The system of internal control is intended to manage appropriately rather than eliminate risks and to give reasonable rather than absolute assurance.

The trustees exercise their responsibilities through their board meetings and the meetings of the committees of the board described on page 84. The system of internal control includes:

- A new strategy to 2030, accompanied by a strategic plan 2019-23 and new commercial model, was approved by trustees during the year. This came into effect on 1 July 2018. A transition plan is being implemented across the organisation to move towards the new strategy. This covers the overall aims and objectives of the organisation and is used as a basis for annual planning and quarterly progress reviews by the Executive Group and trustees.
- Goal groups have been established to ensure activities are better coordinated across departments and are focused on the new strategic goals.
- Policy and performance steering group and external affairs steering group are new decision-making forums that have been set up to streamline decision-making. The groups ensure there is adequate risk assessment and due diligence over partnerships.
- Annual performance targets and operating plans, with actual performance being monitored every six months against key performance indicators. With the new strategy, we are increasing the frequency of monitoring to quarterly.
- A continuing risk management programme. The top risk register is reviewed on a quarterly basis by the Executive Group, and reported to the Audit Committee. At each quarterly review meeting, in addition to reviewing risks and their potential likelihood and impact, priority actions are identified. The operational risk registers are updated every quarter by each department, and inform the top risk register. The top risks reported to Executive Group and Audit Committee are:
 - Income – not being able to meet income targets, or income generated is not aligned to the new strategy. This would have an impact on our ability to deliver conservation objectives. As part of the new strategy, there will be increased investment in fundraising and in improving the awareness of WWF's work among the public. Income is monitored every month and income forecasts are reviewed quarterly.
 - Brexit – the UK has given notice of leaving the EU in March 2019. This could have an impact on the economy, exchange rates, inflation, policy landscape, workers' rights, ability to travel, UK aid budgets, access to EU aid and the UK government's legislative agenda. Senior management has a watching brief on the impacts of Brexit based on analyses by different teams.
 - Reputation – critical and sudden impact on reputation and brand leads to a significant and sharp reduction in fundraising and audience engagement. WWF-UK has been collaborating increasingly closely with WWF International in dealing with issues arising in the media.
 - Cyber security – a cyber incident could compromise the fundamental systems that underpin the operations of WWF-UK. The organisation has achieved Cyber Essentials Plus. There has been a programme of awareness raising for all staff. Improved password strength has also been enforced.
 - Safeguarding – incidents could affect communities we work with and colleagues in WWF and partner organisations. WWF International has established standards and provided training across the WWF network. WWF-UK has reviewed its approach to historical incidents and allegations, and updated its safeguarding policies.

- Fraud – incidents could have an impact on funds available and our ability to deliver on conservation projects and to fundraise in the future. We completed the Charity Commission's Fraud Self-Assessment Resilience Tool. As a result, we will be enhancing our counter fraud measures.

- An internal audit programme with findings and progress reviews reported to the Executive Group and the Audit Committee. This includes internal audits of programme offices carried out by WWF International and WWF-US.
- A scheme of delegation from the trustees to the chief executive and thereon to managers in the organisation. The scheme delegating authority from the trustees to the chief executive is reviewed annually and formally approved by the trustees each year. Following the adoption of the new strategy, a new scheme of delegation was developed. This was agreed by the trustees in September 2018.
- Procedures in place to monitor and evaluate the effectiveness of expenditure on conservation programmes and the achievement of outputs and outcomes.
- An environmental management system to ensure we monitor and manage our own impact on the environment. The system is audited by an independent assessor. We are committed to transparency by publishing annually our performance against the targets we have set ourselves. A new environmental strategy was agreed targeting further reductions in our carbon footprint.
- A sign-off process, to ensure that external projects with which we are associated reflect our values and protect our reputation.

GOVERNANCE

STRUCTURE

WWF-UK is a charity registered with the Charity Commission for England and Wales (Registration No. 1081247) and the Office of the Scottish Charity Regulator (Registration No. SC039593). It is also a company limited by guarantee registered in England and Wales (Registration No. 04016725). It was founded in 1961 and was formerly known as the World Wildlife Fund. Its objects and powers are set out in its Memorandum and Articles of Association. The objects of the charity remain as follows:

- The promotion of conservation of the natural environment and the sustainable use of natural resources and ecological processes, to include without limitation, fauna and flora, water, soils and other natural resources.
- The promotion of education in nature conservation, the natural environment and the sustainable use of natural resources.
- The promotion and support of scientific and educational studies, research projects and publication of scientific and educational works.

WWF-UK is part of the WWF global environment network which is coordinated by WWF International, based in Gland, Switzerland. Within the network we influence and support policy and programme priorities, working with our WWF colleagues worldwide to achieve our objectives. A portion of our programmatic activity takes place overseas through local WWF offices and other partners to whom we provide funding. In the UK, we run programmes alone or in partnership with funders and other complementary organisations. In addition, we undertake some campaigning activity to further our objectives. Details of transactions with related parties are included in Note 28 to the accounts.

WWF-UK's commercial activities are undertaken by its wholly-owned trading subsidiary, WWF-UK (World Wide Fund for Nature) Trading Limited. All taxable profits are donated under Gift Aid to WWF-UK. WWF-UK (World Wide Fund for Nature) Trading Limited was incorporated as a company in 1966 to conduct trading activities in support of WWF-UK's charitable objectives. The company is registered in England and Wales (Registration No. 00892812). The principal activities are the licensing of the WWF logo and corporate sponsorships. Details of transactions between WWF-UK and its subsidiary are included in Notes 20 and 28 to the accounts.

TRUSTEES

The board of WWF-UK comprises up to 15 unpaid trustees, as listed on page 84 (who are also the directors of WWF-UK for the purposes of company law). The board is responsible for setting policy, agreeing strategy and approving major commitments based on advice from senior management, and the appointment of the chief executive. Day-to-day operations are delegated by the board to the chief executive, who leads the Executive Group.

The Articles of Association of WWF-UK provide that trustees may be appointed for periods of up to three years at a time and may be appointed for subsequent terms of office of a similar duration provided that each trustee shall take a minimum break of 12 months when s/he has held office for six years.

The board has four principal committees: the Programme Committee; the Finance and Business Committee; the Audit Committee; and the Nominations and Remuneration Committee. Membership of all these committees is detailed on page 84 of this report.

The Programme Committee advises the board of trustees on the current effectiveness and future strategic direction of WWF-UK's global conservation programmes and related activities.

The Finance and Business Committee is responsible for providing advice and recommendations to the board on the financial management and strategic direction of the organisation, the monitoring of progress against strategic enablers and the oversight of the financial management and performance of the organisation. The committee has a sub-committee, the Investment (and Pensions) sub-committee, to assist its work principally around the organisation's investments and pension provision.

The Audit Committee is responsible for exploring the significant risks to the organisation and evaluating the steps taken to minimise those risks including internal controls, risk management and compliance reporting.

A comprehensive recruitment exercise is undertaken for the appointment of trustees, to ensure any new trustees recommended to the board have the skills and experience required, complementing the current composition of the board. The Nominations and Remuneration Committee is responsible for undertaking the selection process and for recommending new trustees to the board for approval and the remuneration of senior executives of WWF-UK.

Each new trustee attends an induction at WWF-UK headquarters, where s/he learns about the organisation and the role and responsibilities of a trustee and meets the chief executive and members of the Executive Group. The trustee also receives an induction pack including Charity Commission guidance on The Essential Trustee; WWF-UK's governing documents; and the most recent annual report and financial statements.

STATEMENT OF TRUSTEES' RESPONSIBILITIES

The trustees (who are also directors of WWF-UK for the purposes of company law) are responsible for preparing the trustees' annual report and the financial statements in accordance with applicable law and United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards).

Company law requires the trustees to prepare financial statements for each financial year. Under company law the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and the group and of the incoming resources and application of resources, including the income and expenditure, of the charitable company and group for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions, disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005, the Charities Accounts (Scotland) Regulations 2006 (as amended) and the provisions of the charity's constitution.

They are also responsible for safeguarding the assets of the charity and the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the trustees are aware:

- there is no relevant audit information of which the charitable company's auditor is unaware; and
- the trustees have taken all reasonable steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

The trustees are also responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website.

CHARITY GOVERNANCE CODE

The board of WWF-UK welcomes the introduction of the Charity Governance Code and recognises its importance in the promotion of good governance in the sector. WWF-UK will continue to work to improve its own governance processes where necessary in line with the good practice recommendations set out in the Code.

ENVIRONMENTAL MANAGEMENT

In carrying out our mission to safeguard the natural world by building a future in which people and nature thrive together, we undertake activities that also have a negative impact on the environment. As an environmental charity, it's vital to us that we reduce these impacts to a minimum. In order to achieve this, we have an Environmental Management System in place, and maintain certification to the ISO 14001 standard – an internationally recognised and independently audited environmental standard that is awarded only after rigorous appraisal. Our certification recognises a commitment to environmental excellence and involves a process of continuous monitoring and targeted improvement.

Our largest impacts relate to business travel, producing our communications and fundraising materials, and electricity consumption at our offices. To manage our travel, we have a Sustainable Travel Policy in place and a carbon budgeting and tracking process for air travel. Our Timber and Paper Purchasing Policy stipulates criteria for sustainable paper and timber products and for the printing process. We closely monitor all paper and timber products purchased by WWF-UK. We monitor our electricity use in all of our office locations, and compare the energy used at the Living Planet Centre to the Better Building Partnership good practice benchmark for offices.

You can find our full annual environmental report, environmental policy and environmental strategy on our website.

GRANT-MAKING POLICY

WWF-UK makes donations or grants, in line with its charitable and strategic objectives, to partners in the WWF network and other conservation organisations. Many grants are made to long-running programmes, the outcomes of which are reviewed at regular periods.

PUBLIC BENEFIT

WWF-UK promotes education in nature conservation, the natural environment and the sustainable use of natural resources and ecological processes. We strive to conserve for the public benefit, fauna and flora, water, soil and other natural resources. We promote and support scientific and educational studies, research and projects and publication of scientific and educational works.

Our headquarters, the Living Planet Centre, enables WWF-UK to educate, inspire, influence and engage effectively in a building from which we can reach out to the public, including policymakers, children and business leaders.

In continuing to review our charitable objectives and as part of planning our future programme of work, the trustees of WWF-UK have taken account of the Charity Commission's published guidance on the Public Benefit requirement under the Charities Act 2011 and have considered how our planned programme of work will consistently contribute to the charity's aims and objectives.

FUNDRAISING APPROACH AND STANDARDS

We rely on a number of different fundraising approaches in order to raise funds cost-effectively from a range of sources, raising awareness of our work and allowing supporters to contribute in ways that are most appropriate for them. This includes: fundraising face-to-face and over the telephone; through letters, emails, television, online and press advertising; from legacies, events and community fundraising; from philanthropists, trusts, foundations and corporate partners.

We are members of the Institute of Fundraising (IOF) and the Fundraising Regulator, and as such abide by the Code of Fundraising Practice as well as the rulebooks for face-to-face fundraising. We abide by the Fundraising Regulator's Fundraising Promise, and continually strive to ensure our fundraising is open, honest, legal and respectful.

We engage members of the public both face-to-face and over the telephone by discussing ways in which they can support us, appropriately and proportionately. Every year, we work with professional fundraising agency partners, along with our in-house fundraising teams, to speak to potential supporters in this way. As a result of these conversations, many are inspired to start a regular gift, generating significant income to support our conservation work. We require any professional fundraising agencies working on our behalf to adhere to our fundraising standards and this is enshrined in our contracts with them.

We work with a number of strategic corporate partners who support our work through financial and non-financial donations, as well as employee and customer fundraising. Our corporate partnerships are subject to due diligence and review by the Policy and Performance Steering Group.

Monitoring of fundraising activities and protecting people in vulnerable circumstances

We have processes in place, endorsed by our board of trustees, which govern our fundraising, whether they are carried out internally or through professional fundraisers. We have comprehensive compliance and quality control frameworks in place to monitor the behaviour of agencies, their staff and our in-house teams and fundraisers, as well as the conversations they have on our behalf with both supporters and members of the public. This includes thorough due diligence and audit, regular training sessions, shadowing and mystery shopping, site visits, call listening, quality control calls, and monitoring of outcomes, complaints and remedial actions. Our aim is to ensure that potential supporters feel informed, genuinely thanked and inspired by their conversation, regardless of its outcome. We are committed to ensuring that we treat the public sensitively and respectfully at all times, taking special care to protect people who may find themselves in vulnerable circumstances. Our fundraiser training, delivered to both professional fundraisers and in-house fundraisers, contains a section dedicated to making fundraisers aware of the signs of potential vulnerability in anyone they speak to on our behalf, as well as the steps we expect them to take on the rare occasions when they do have concerns. This approach is in line with the requirements of the Charities (Protection and Social Investment) Act 2016, the IOF's Treating Donors Fairly Guidance, and the Direct Marketing Association's Guidelines for Dealing with Vulnerable Consumers.

Complaints

We have a robust and well-established complaints procedure. For the financial year ending 30 June 2018, we received 120 complaints from members of the public about our fundraising activities. We have chosen to report those where we were approached by someone to raise a concern, a potential breach or a lapse in standards in relation to our fundraising activity, where an investigation has been instigated and where we have received an expression of dissatisfaction relating to our use of specific fundraising methods. We have nothing to report in respect of failures and/or breaches, which we have taken to include complaints or breaches referred to, and upheld by, either the ICO or the Fundraising Regulator.

REMUNERATION POLICY

The Nominations and Remuneration Committee of our board of trustees determines the chief executive's salary and reviews this each year, in line with the principles set for the organisation's pay policy. This committee also approves annual recommendations made by the chief executive on any changes to the executive directors' salaries. In addition, the Nominations and Remuneration Committee reviews the salaries agreed for the organisation's directors, following our annual pay review process.

Our approach to remuneration across the organisation is designed to ensure we can attract and retain the talented and motivated people we need to deliver our mission. We seek to link pay to performance, recognising high performance through additional salary progression. We also aim to pay competitively in the not-for-profit sector, within the context of affordability, using an external salary survey to benchmark our salaries against other top charities. We are proud to be accredited by the Living Wage Foundation and are committed to never paying our employees less than the real living wage.

Our approach is applied consistently across the organisation, through our annual pay review process which includes a comprehensive moderation process.

GENDER PAY GAP

We reported our gender pay gap data for 2017 ahead of the deadline date of 4 April 2018, in accordance with the requirements of the regulations to report the percentage differences in pay between our male and female employees.

The data is published on the government website and a full report on our pay gap and the action we are taking to address this is on our website. Both the mean and median pay gaps are broadly in line with the UK economy as a whole, at 18.2% and 16.8% respectively.

Our gender pay gap is created by the proportion of men and women employed at the different levels in our organisation. Our more junior roles are predominantly held by women, with more men being employed in our more senior level roles. The actions we're taking to address our gender pay gap are part of a wider programme to ensure that WWF-UK is a diverse and inclusive organisation. We have a diversity task force in place and have a range of actions in place to support career development, progression and flexible working options for all our people. We are also working to make our junior roles more attractive to a more diverse pool of applicants, including creating new apprentice opportunities.

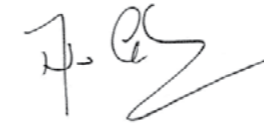
OUR EMPLOYEES

At WWF-UK, we know that the delivery of our mission relies on our talented and motivated people. Our performance review process underpins our approach to performance and development, ensuring that all our people are set and measured against clear operational objectives, linked to our strategic goals and outcomes, and that career aspirations and development needs are identified and addressed.

The trustees and Executive Group encourage widespread consultation and exchange of information at all levels of the organisation. We have an active Employee Forum which ensures our compliance with the requirements of the Information and Consultation (I&C) Regulations 2004.

At WWF-UK we value diversity and are committed to equality of opportunity. We understand the value of an inclusive approach and recognise the impact that different perspectives bring to the work we do in the UK, and across the world as part of our global network.

The trustees' report and strategic report were approved by the board of trustees on 2 November 2018 and were signed on their behalf by:



Sir Andrew Cahn KCMG
Chair of the board of trustees

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND TRUSTEES OF WWF-UK

OPINION

We have audited the financial statements of WWF-UK for the year ended 30 June 2018 which comprise the Group Statement of Financial Activities, the Group and Company Balance Sheets, the Group Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and the charitable company's affairs as at 30 June 2018 and of the group's incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and Regulations 6 and 8 of the Charities Accounts (Scotland) Regulations 2006 (amended).

BASIS FOR OPINION

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

CONCLUSIONS RELATING TO GOING CONCERN

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the group's or the charitable company's ability to continue to adopt the going concern basis of accounting for a period of at least 12 months from the date when the financial statements are authorised for issue.

OTHER INFORMATION

The trustees are responsible for the other information. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

OPINIONS ON OTHER MATTERS PRESCRIBED BY THE COMPANIES ACT 2006

In our opinion based on the work undertaken in the course of our audit:

- the information given in the trustees' report, which includes the directors' report and the strategic report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report included within the trustees' report have been prepared in accordance with applicable legal requirements.

MATTERS ON WHICH WE ARE REQUIRED TO REPORT BY EXCEPTION

In light of the knowledge and understanding of the group and the charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the strategic report included within the trustees' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 and the Charities Accounts (Scotland) Regulations 2006 require us to report to you if, in our opinion:

- adequate and proper accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

RESPONSIBILITIES OF TRUSTEES

As explained more fully in the trustees' responsibilities statement set out on page 47, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the group's or the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

AUDITOR'S RESPONSIBILITIES FOR THE AUDIT OF THE FINANCIAL STATEMENTS

We have been appointed as auditor under section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and under the Companies Act 2006 and report in accordance with the Acts and relevant regulations made or having effect thereunder.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

USE OF OUR REPORT

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of part 16 of the Companies Act 2006, and to the charitable company's trustees, as a body, in accordance with Regulation 10 of the Charities Accounts (Scotland) Regulations 2006. Our audit work has been undertaken so that we might state to the charitable company's members and trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company, the charitable company's members as a body and the charitable company's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Crowe U.K. LLP

Nicola May
Senior Statutory Auditor
For and on behalf of
Crowe U.K. LLP
Statutory Auditor
London
14 November 2018



We're working with fishing communities on Mafia Island off the coast of Tanzania to protect the ocean and people's livelihoods. The seas here provide vital food and jobs to millions of people. But these riches are threatened by climate change, pollution and overfishing. We're helping local communities monitor and manage the fish stocks they and their families rely on.

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES

(incorporating income and expenditure account) for the year ended 30 June 2018

		Unrestricted funds	Restricted and endowment funds	Total 2018	Total 2017
	Notes	£'000	£'000	£'000	£'000
Income and endowments from:					
Donations and legacies					
Membership and donations from individuals		22,363	12,096	34,459	35,098
Corporate donations		817	5,740	6,557	3,344
Charitable trusts		245	1,782	2,027	1,073
Legacies		11,437	4,023	15,460	11,874
Gifts in kind	25	305	-	305	705
		35,167	23,641	58,808	52,094
Charitable activities					
Aid agencies and government grants	4	-	310	310	2,282
Corporate income		-	48	48	100
Income from non-governmental organisations		46	1,499	1,545	1,783
		46	1,857	1,903	4,165
Other trading activities					
Corporate income		53	746	799	1,062
Lottery promotions		5,185	-	5,185	2,750
Other trading income		207	18	225	101
		5,445	764	6,209	3,913
Investments	3	696	15	711	623
Total income		41,354	26,277	67,631	60,795
Expenditure on:					
Raising funds					
Costs of raising voluntary income		8,949	3,879	12,828	12,109
Investment management fees		133	43	176	170
Total expenditure on raising funds	6	9,082	3,922	13,004	12,279

Consolidated statement of financial activities for the year ended 30 June 2018 continued

		Unrestricted funds	Restricted and endowment funds	Total 2018	Total 2017
	Notes	£'000	£'000	£'000	£'000
Total expenditure on raising funds brought forward	6	9,082	3,922	13,004	12,279
Charitable activities					
Grants and project costs	5,6	20,041	16,339	36,380	39,712
Campaigns, education and public awareness	6	10,429	1,792	12,221	10,480
Gifts in kind	25	213	-	213	705
Total expenditure on charitable activities		30,683	18,131	48,814	50,897
Reorganisation costs	6	555	-	555	29
Total expenditure		40,320	22,053	62,373	63,205
Net income/(expenditure) before gains on investments		1,034	4,224	5,258	(2,410)
Net gains on investments		507	165	672	2,022
Net income/(expenditure)		1,541	4,389	5,930	(388)
Fair value movements on cash flow hedges		(32)	-	(32)	(265)
Net movement in funds		1,509	4,389	5,898	(653)
Total funds brought forward	21	40,200	17,562	57,762	58,415
Total funds carried forward	21	41,709	21,951	63,660	57,762

There are no recognised gains or losses in the current or preceding financial year other than as shown in the statement of financial activities.

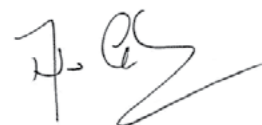
All activities derive from continuing operations.

CONSOLIDATED AND CHARITY BALANCE SHEET AS AT 30 JUNE 2018

		Group	<i>Group</i>	Charity	<i>Charity</i>
		2018	2017	2018	2017
	Notes	£'000	£'000	£'000	£'000
Fixed assets					
Intangible assets	11	80	74	42	34
Tangible assets	12	15,800	16,752	15,800	16,752
Investments	13	21,083	19,874	21,083	19,874
Total fixed assets		36,963	36,700	36,925	36,660
Current assets					
Stocks	14	569	500	523	481
Debtors	15	6,304	5,732	6,246	5,672
Investments	16	13,274	9,834	13,274	9,834
Cash at bank and in hand		12,515	10,215	12,038	9,820
Total current assets		32,662	26,281	32,081	25,807
Current liabilities					
Creditors: Amounts falling due within one year	17	(5,965)	(5,219)	(5,390)	(4,751)
Net current assets		26,697	21,062	26,691	21,056
Net assets		63,660	57,762	63,616	57,716
The funds of the charity:					
Unrestricted funds:					
General reserves	21	19,202	15,328	19,158	15,282
Hedge reserve	21	72	104	72	104
Designated reserves	21	22,435	24,768	22,435	24,768
Total unrestricted funds		41,709	40,200	41,665	40,154
Endowment funds	21	5,067	4,945	5,067	4,945
Restricted funds	21	16,884	12,617	16,884	12,617
Total funds		63,660	57,762	63,616	57,716

The net movement in funds for the financial year dealt with in the financial statements of the parent charity was £5,900,000 (2017: £693,000).

The financial statements were approved by the trustees on 2 November 2018 and signed on their behalf by:



Sir Andrew Cahn KCMG
Chair of the board of trustees

CONSOLIDATED STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 30 JUNE 2018

	2018	2017
	£'000	£'000
Cash flows from operating activities:		
Net cash provided by/(used in) operating activities	5,484	(3,650)
Cash flows from investing activities:		
Dividends and interest from investments	711	623
Proceeds from the sale of property, plant and equipment	91	-
Purchase of intangible assets	(9)	(63)
Purchase of property, plant and equipment	-	(441)
Proceeds from sale of investments	3,638	7,328
Purchase of investments	(3,814)	(7,878)
(Increase)/decrease in cash held for fixed asset investments	(361)	78
(Increase)/decrease in cash held for current asset investments	(3,440)	5,382
Net cash (used in)/provided by investing activities	(3,184)	5,029
Change in cash and cash equivalents in the reporting period	2,300	1,379
Cash and cash equivalents at the beginning of the reporting period	10,215	8,836
Cash and cash equivalents at the end of the reporting period	12,515	10,215
Reconciliation of net income/(expenditure) to the net cash flow from operating activities		
Net income/(expenditure) for the reporting period (as per the statement of financial activities)	5,930	(388)
Depreciation and amortisation charges	879	1,058
Gains on investments	(672)	(2,022)
Dividends and interest from investments	(711)	(623)
Loss on the disposal of fixed assets	-	7
Non-cash items related to forward foreign currency contracts	(83)	83
Increase in stocks	(69)	(41)
Increase in debtors	(532)	(2,310)
Increase in creditors	742	586
Net cash provided by/(used in) operating activities	5,484	(3,650)
Analysis of cash and cash equivalents		
Cash in hand	12,515	10,215
Total cash and cash equivalents	12,515	10,215

NOTES TO THE ACCOUNTS

1. CHARITY INFORMATION

WWF-UK is a registered charity (No. 1081247 and SC039593) which is incorporated and domiciled in the UK. The address of the registered office is The Living Planet Centre, Rufford House, Brewery Road, Woking, Surrey GU21 4LL.

2. ACCOUNTING POLICIES

Basis of preparation

The accounts have been prepared under the historical cost convention, with the exception of listed investments and forward currency contracts which are included on a market value basis. The accounts have been prepared in accordance with the Companies Act 2006, Accounting and Reporting by Charities: Statement of Recommended Practice applicable in the UK and Republic of Ireland (FRS 102) (‘the SORP’), FRS 102: The Financial Reporting Standard applicable in the UK and Republic of Ireland (‘FRS 102’), the Charities Accounts (Scotland) Regulations 2006 and the Charities and Trustee Investment (Scotland) Act 2005 and applicable United Kingdom accounting standards.

The particular accounting policies adopted by the trustees are described below.

WWF-UK constitutes a public benefit entity as defined by FRS 102 and detailed on page 48.

Going concern

WWF-UK has adequate financial resources and the trustees consider it is well placed to manage the business risks. As explained in the Trustees’ Report, the planning process, including financial projections, takes into consideration the current economic climate and its potential impact on the various sources of income and planned expenditure. The trustees have a reasonable expectation that the charity has adequate resources and are of the view that there are no material uncertainties about the charity’s ability to continue in operational existence for the foreseeable future. The accounts have therefore been prepared on the basis that the charity is a going concern.

Basis of consolidation

The statement of financial activities (SOFA) and balance sheet consolidate the financial statements of the charity and its subsidiary undertaking. The results of the subsidiary are consolidated on a line by line basis.

No separate SOFA has been presented for the charity alone, as permitted by Section 408 of the Companies Act 2006. The charity has taken advantage of the exemptions in FRS 102 from the requirements to present a charity only Cash Flow Statement and certain disclosures about the charity’s financial instruments.

Fund accounting

• Unrestricted funds

These funds can be used at trustees’ discretion in furtherance of the charity’s objectives.

• Designated funds

Designated funds comprise unrestricted funds that have been set aside for particular purposes by the trustees. The aim and use for each designated fund is set out in the notes to the financial statements.

• Restricted funds

These funds have been raised by WWF-UK for particular restricted purposes and include funds with specific project-related restrictions imposed by the donors as well as funds where the donor has specified a broad restriction, but not the specific projects to be funded. WWF-UK acts as a custodian of these funds and consequently they are not available for general use.

• Endowment funds

These funds are held permanently by the trustees on behalf of WWF-UK, and provide income that can be used for any of the charity’s purposes.

Income

Income is recognised when the charity has entitlement; receipt is probable; and the amount can be reliably measured. Where income is received in advance of providing goods or services, it is deferred until the charity becomes entitled to the income.

Membership income and other donations from individuals and income from lotteries are recognised when received.

Legacies: residuary legacy income is recognised when received or, if earlier, when estate accounts are agreed. Pecuniary legacy income is recognised when notified.

Lottery income: WWF-UK received proceeds of lotteries held by People’s Postcode Lottery (PPL). WWF-UK has no ability to alter the price of tickets, determine the prizes or reduce the management fee. As such, PPL is treated as acting as the principal. Net proceeds due to WWF-UK are recognised under lottery income in the statement of financial activities. The analysis of the proceeds is detailed in note 32. Where lotteries are run by WWF-UK, the proceeds from these are reported gross of any prize monies or other expenditure.

Other income, including grant income, is recognised on an accruals basis when the charity becomes entitled to the resource.

Income from investments is included gross of tax and fees.

Gifts in kind are included at current market value where their value is ascertainable and material, with an adjustment based on the estimated worth to the charity.

Expenditure

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Where costs cannot be directly attributed to a particular heading, they have been allocated to activities on a basis consistent with the use of the resource.

Costs of raising funds are primarily those incurred in seeking voluntary contributions and other income.

In line with WWF-UK’s strategic objectives, grants are made to partners in the WWF network and to other conservation organisations. These grants are performance-related, with mid-term reviews. Although future years funding is indicated, the binding commitment is for annual funding only. The full commitment of the grant is stated in Note 26.

Governance costs relate to compliance with constitutional and statutory requirements and have been included as support costs together with management and finance costs, HR costs, IT costs and premises and facilities costs.

Foreign currencies

Transactions in foreign currencies are recorded either at the rate of exchange at the date of the transaction or, in the case of expenditure at the rate at which corresponding foreign currency income was recorded. Foreign currency balances have been translated at the rates of exchange ruling at the balance sheet date.

Financial instruments

WWF-UK has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at the present value of future cash flows (amortised cost). Financial assets held at amortised cost comprise current asset investments, cash at bank and in hand, and the group's debtors excluding prepayments. Financial liabilities held at amortised cost comprise the group's creditors excluding deferred income. No discounting has been applied to these financial instruments on the basis that the periods over which amounts will be settled are such that any discounting would be immaterial.

Investments, including bonds and cash held as part of the investment portfolio, are held at fair value at the Balance Sheet date, with gains and losses being recognised within income and expenditure. Investments in subsidiary undertakings are held at cost less impairment.

WWF-UK enters into forward foreign currency contracts that do not qualify as basic financial instruments. These are held at fair value at the Balance Sheet date. Where hedging relationships are documented, they are accounted for using hedge accounting. Where the hedging relationship cannot be clearly documented, changes in fair value are recorded against the planned expenditure for the purchased currency.

Hedge accounting

WWF-UK enters into forward foreign currency contracts to hedge currency exposure on certain future expenditure. These are designated as hedging instruments in cash flow hedges. At the inception of the hedge relationship, the entity documents the economic relationship between the hedging instrument and the hedged item, along with its risk management objectives and clear identification of the risk in the item that is being hedged by the hedging instrument. Furthermore, at the inception of the hedge the Group determines and documents causes for hedge ineffectiveness. Note 19 sets out details of the fair values of the derivative instruments used for hedging purposes.

The effective portion of changes in the fair value of derivatives that are designated and qualify as cash flow hedges is recognised in fair value movements on cash flow hedges. The gain or loss relating to the ineffective portion is recognised immediately in profit or loss. Amounts previously recognised in fair value movements on cash flow hedges and accumulated in equity are reclassified to profit or loss in the periods in which the hedged item affects profit or loss or when the hedging relationship ends.

Hedge accounting is discontinued when the Group revokes the hedging relationship, the hedging instrument expires or is sold, terminated or exercised, or no longer qualifies for hedge accounting. Any gain or loss accumulated in equity at that time is reclassified to profit or loss when the hedged item is recognised in profit or loss. When a forecast transaction is no longer expected to occur, any gain or loss that was recognised in fair value movement on cash flow hedges is reclassified immediately to profit or loss.

Intangible assets

Intangible fixed assets are stated at cost, net of amortisation and any provision for impairment.

Amortisation is calculated to write off the cost of intangible fixed assets by equal annual instalments over their expected useful lives as follows:

Contacts database system	7 years on a straight-line basis
Other software	5 years on a straight-line basis

Intangible fixed assets costing £3,000 or more and where it is probable they will create future economic benefit are capitalised.

Tangible fixed assets and depreciation

Tangible fixed assets are stated at cost, net of depreciation and any provision for impairment.

Depreciation is calculated to write off the cost of tangible fixed assets by equal annual instalments over their expected useful lives as follows:

Freehold buildings	15 to 60 years over the expected remaining life of the asset on a straight-line basis
Office furniture	8 years on a straight-line basis
Equipment	4 to 5 years on a straight-line basis
Leasehold improvements	3 to 10 years over the remaining life of the lease on a straight-line basis

All tangible fixed assets costing £3,000 or more are capitalised.

Investments

Investments are stated at market value.

The Statement of Financial Activities includes the net gains or losses arising from revaluations and disposals of investment assets during the year.

Stock

Stock is valued at the lower of cost and net realisable value.

Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

Current asset investments

Current asset investments are bank balances held on deposit and are not available for immediate access. They have a maturity of one year or less.

Creditors

Creditors are recognised at their settlement amount after allowing for any trade discounts due.

Provisions

Provisions are recognised when the charity has a present legal or constructive obligation as a result of past events, it is probable that an outflow of resources will be required to settle the obligation, and the amount can be estimated reliably. Provisions are measured at the present value of the expenditure expected to be required to settle the obligation.

Operating leases

Rental costs under operating leases are charged to the statement of financial activities in equal amounts over the periods of the leases, even if the payments are not made on such a basis. Benefits received and receivable as an incentive to sign an operating lease are, similarly, spread on a straight-line basis over the lease term.

Pensions

WWF-UK administers a group personal pension plan through Aviva which is also a defined contribution scheme. Payments made by the charity on behalf of individual employees are charged to the Consolidated Statement of Financial Activities as incurred.

Significant areas of estimation and judgement

The preparation of the financial statements requires judgements, estimations and assumptions to be made that affect the reported values of assets, liabilities, revenues and expenses. The nature of estimation and judgement means that actual outcomes could differ from expectation. Significant areas of estimation and judgement include:

- Accrued legacy income is estimated based on the best information available at the balance sheet date.
- Gifts in kind are recorded at market value and are adjusted to take into account the value to the charity.

3. INVESTMENT INCOME

	2018	2017
	£'000	£'000
Dividends and fixed interest	560	501
Bank interest	117	100
Other interest	34	22
	711	623

4. AID AGENCIES AND GOVERNMENT GRANTS

	2018	2017
	£'000	£'000
Major grants from aid agencies and governments include funds from:		
Department for International Development (DFID)		
Partnership Programme Agreement 5	-	1,545
European Community		
Forest Law Enforcement, Governance and Trade – legal and sustainable global timber trade	-	264
Partnerships involving Stakeholders in the Celtic Sea Eco-System	157	145
WaterLIFE – healthy rivers for people and nature	143	280
Defra – Department for Environment, Food and Rural Affairs		
Demand reduction	-	3
Natural England		
Sustainable Environments At Sea	-	30
Scottish Executive		
Earth Hour Scotland	10	10
Other agencies		
	-	5
Total aid agencies and government grants	310	2,282

5. GRANT AND PROJECT COSTS

Individual conservation projects and grants are grouped as programmes that reflect our key conservation priorities. Grants are made to other offices in the WWF network as well as other partners in the UK and internationally. This information is normally the basis of reporting to donors, including government agencies. All our grants are performance-related, with mid-term reviews.

	2018	2017
	£'000	£'000
Organisation/Programme		
WWF International		
WWF network support	4,974	3,897
WWF network		
Tiger Network Initiative	2,980	2,848
Species Conservation Programme	2,583	2,492
Organisational Development	2,352	2,773
Amazon Programme	2,011	2,582
East Africa Coastal Programme	1,766	1,946
Eastern Himalayas Programme	1,532	1,945
The Water Partnership – China Programme	892	744
Kenya County Spatial Planning	514	787
The Water Partnership – Brazil Programme	459	355
East Africa Freshwater Programme	357	563
Climate Change	351	430
European Policy Programme	326	274
Arctic Programme	301	355
China Global Shift Initiative – Supporting Sustainable Economic Development	273	267
Wildlife Trade	232	435
Brazil Public Policy	221	251
China Africa – Sustainable Development	220	329
Trillion Trees	200	472
Mekong	188	344
Other projects aggregated	1,824	2,526
(Gain)/Loss on forward foreign currency contracts not hedged	(8)	8
Total grant funding on programmes and projects	24,548	26,623
Other project activity undertaken directly (Note 6)	8,490	9,445
Total grants and projects expenditure (Note 6)	33,038	36,068
Support costs (Notes 6,7)	3,342	3,644
Total expenditure on grants and projects	36,380	39,712

6. RESOURCES EXPENDED

	Activities undertaken directly	Grant funding of activities	Support costs	Total 2018	Total 2017
	£'000	£'000	£'000	£'000	£'000
Restoring wildlife	817	7,491	840	9,148	9,451
Sustaining forests and oceans	1,648	4,033	575	6,256	7,993
Keeping rivers flowing	1,399	2,552	400	4,351	4,791
Trading sustainable timber and seafood	1,262	302	158	1,722	1,857
Reducing carbon emissions	917	351	128	1,396	1,535
Living sustainably	1,284	2,069	339	3,692	4,232
Strengthening our priority partner WWF offices	160	2,352	254	2,766	3,289
Building capacity in the network	1,003	5,406	648	7,057	6,556
(Gain)/loss on forward foreign currency contracts not hedged	-	(8)	-	(8)	8
Total grants and project costs	8,490	24,548	3,342	36,380	39,712
Campaigns, education and public awareness	10,968	130	1,123	12,221	10,480
Gifts in kind attributable to charitable activities	213	-	-	213	705
Total expenditure on charitable activities	19,671	24,678	4,465	48,814	50,897
Expenditure on raising funds	11,809	-	1,195	13,004	12,279
Reorganisation costs	555	-	-	555	29
Total expenditure	32,035	24,678	5,660	62,373	63,205

Basis for the support cost allocation

Support costs are allocated on a pro-rata basis according to the total cost of activities undertaken directly and grant funding of activities.

7. SUPPORT COSTS

	Governance	Management & Finance	HR	IT	Premises & Facilities	Total 2018	Total 2017
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Grants and project costs	435	467	494	817	1,129	3,342	3,644
Campaigns, education and public awareness	146	157	166	274	380	1,123	961
Expenditure on raising funds	156	167	176	292	404	1,195	1,127
Total support costs	737	791	836	1,383	1,913	5,660	5,732

Governance costs included £92,000 (FY17 nil) gifts in kind related to pro bono legal services provided.

8. STAFF COSTS

	2018	2017
	£'000	£'000
Wages and salaries	13,653	12,473
Social Security costs	1,408	1,294
Pension costs	1,286	1,177
	16,347	14,944

The above costs exclude 4 staff (2017: 9 staff) who were hosted by WWF-UK on behalf of WWF International and WWF-US. Total cost £193,000 (2017: £587,000).

Included within staff costs above is £175,000 (2017: £101,000) relating to redundancy and termination costs mainly arising as a result of the strategy review process or the ending of fixed term contracts that took place during the year (prior year was from the review and reorganisation of the Communications & Fundraising department). At the end of the year £2,000 (2017: £9,000) was still to be paid.

There were no ex-gratia payments made during the year (2017: nil).

In addition, the cost of temporary staff in the year was £441,206 (2017: £395,190), of which none (2017: £35,687) was for staff hosted by WWF-UK on behalf of WWF International and WWF-US.

Pension costs are allocated to activities on the same basis as those staff costs to which they relate.

The average number of employees during the year was 349 (2017: 333).

The average number of employees calculated on a full-time equivalent basis was:

	2018	2017
	Number	Number
Charitable activities	212	198
Generating funds	56	50
Support and governance	46	48
	314	296

The number of employees whose emoluments exceeded £60,000 in the year was:

	2018	2017
	Number	Number
£60,001 to £70,000	19	10
£70,001 to £80,000	7	1
£80,001 to £90,000	1	4
£90,001 to £100,000	1	-
£100,001 to £110,000	2	1
£110,001 to £120,000	-	1
£120,001 to £130,000	-	1
£130,001 to £140,000	1	-
£180,001 to £190,000	1	-
Total	32	18

Pension contributions for the 32 highest paid employees (18 in 2017) amounted to £222,017 (2017: £127,918).

The key management personnel of the charity are the members of the executive group in place during the year as referred to on page 85. The total employee benefits of the executive group were £1,102,293 (2017: £591,171), the increase being mainly attributable to an increase in the size of the executive group from four members to seven members from 1 May 2017.

The chief executive, Tanya Steele, received a gross salary during the year of £136,013.

9. TRUSTEES' REMUNERATION AND EXPENSES

No trustee received any remuneration from WWF-UK during the year (2017: nil). Expenses totalling £3,023 (2017: £5,410) were reimbursed to five trustees (2017: seven trustees) solely for travel costs incurred in attending and participating in meetings.

During the year the charity paid £3,107 (2017: £4,999) in respect of trustees' indemnity insurance on behalf of the trustees. No other costs were borne on behalf of any trustee.

10. NET INCOMING RESOURCES FROM OPERATIONS

	2018	2017
	£'000	£'000
Net incoming resources from operations for the year are stated after charging:		
Auditors' remuneration:		
Fees payable to the charity's auditors for the audit of the charity's annual accounts	37	36
Fees payable to the charity's auditors for the audit of the charity's subsidiaries	24	24
	61	60
Fees payable to the charity's auditors for the audit of projects	-	24
Total auditors' remuneration	61	84
Depreciation of tangible fixed assets	861	1,052
Operating lease rentals:		
Plant and machinery	14	11
Other	83	80
Total operating lease rental	97	91
Unrealised loss/(gain) on foreign exchange translation	18	(131)

11. INTANGIBLE FIXED ASSETS

	Contacts data-base system	Other software	Total
	£'000	£'000	£'000
GROUP			
Cost or valuation			
At 30 June 2017	1,206	124	1,330
Additions in the year	-	24	24
At 30 June 2018	1,206	148	1,354
Amortisation			
At 30 June 2017	1,206	50	1,256
Charge for the year	-	18	18
At 30 June 2018	1,206	68	1,274
Net book value			
At 30 June 2018	-	80	80
At 30 June 2017	-	74	74
	Contacts data-base system	Other software	Total
	£'000	£'000	£'000
CHARITY			
Cost or valuation			
At 30 June 2017	1,206	79	1,285
Additions in the year	-	15	15
At 30 June 2018	1,206	94	1,300
Amortisation			
At 30 June 2017	1,206	45	1,251
Charge for the year	-	7	7
At 30 June 2018	1,206	52	1,258
Net book value			
At 30 June 2018	-	42	42
At 30 June 2017	-	34	34

12. TANGIBLE FIXED ASSETS

	Living Planet Centre	Leasehold improvements	Office furniture and equipment	Total
	£'000	£'000	£'000	£'000
GROUP AND CHARITY				
Cost or valuation				
At 30 June 2017	19,381	136	1,067	20,584
Disposals in the year	(91)	(7)	-	(98)
At 30 June 2018	19,290	129	1,067	20,486
Depreciation				
At 30 June 2017	3,107	55	670	3,832
Charge for the year	726	26	109	861
Disposals in the year	-	(7)	-	(7)
At 30 June 2018	3,833	74	779	4,686
Net book value				
At 30 June 2018	15,457	55	288	15,800
At 30 June 2017	16,274	81	397	16,752

13. INVESTMENTS

	2018	2017
	£'000	£'000
GROUP AND CHARITY		
Investment - movement		
Market value at 1 July 2017	19,261	16,689
Additions at cost	3,814	7,878
Disposals at market value	(3,638)	(7,328)
Net gain on revaluation	672	2,022
Market value at 30 June 2018	20,109	19,261
Cash balances	974	613
Total market value at 30 June 2018	21,083	19,874
Historic cost at 30 June 2018		
	16,963	16,536
Portfolio distribution		
UK fixed interest	5,780	5,011
UK equities	4,029	4,127
Overseas equities	8,223	7,713
Overseas fixed interest	610	1,026
Property funds	1,467	1,384
Cash funds	974	613
Total investment portfolio	21,083	19,874
Restriction analysis		
Endowment funds	5,067	4,945
Unrestricted funds	16,016	14,929
Total	21,083	19,874

14. STOCK

Stock consists of finished goods for resale held by the charity.

15. DEBTORS

	Group	Group	Charity	Charity
	2018	2017	2018	2017
	£'000	£'000	£'000	£'000
Amounts due within one year:				
Trade debtors	2,132	1,300	1,781	1,090
Amounts due from WWF-UK (World Wide Fund For Nature) Trading Limited	-	-	328	179
Other debtors	3,064	2,937	3,038	2,937
Forward foreign currency contracts	87	47	87	47
Prepayments	345	314	345	314
Accrued income	676	1,134	667	1,105
Total debtors	6,304	5,732	6,246	5,672

'Other debtors' includes a loan to WWF International that is repayable after one year. The balance outstanding at the year end was £2,456,055 (2017: £2,422,212) and the first instalment of £859,112 was received on 31 July 2018.

16. CURRENT ASSET INVESTMENTS

	Group	Group	Charity	Charity
	2018	2017	2018	2017
	£'000	£'000	£'000	£'000
Amounts due within one year:				
Bank balances held on deposit	13,274	9,834	13,274	9,834

17. CREDITORS

	Group	Group	Charity	Charity
	2018	2017	2018	2017
	£'000	£'000	£'000	£'000
Amounts falling due within one year:				
Trade creditors	670	1,080	629	1,018
PAYE & National Insurance	424	382	424	382
Other creditors	77	225	75	222
Forward foreign currency contracts	15	26	15	26
Accruals	2,881	2,247	2,738	2,209
Deferred income (see note 17(a) below)	1,898	1,259	1,509	894
Total creditors	5,965	5,219	5,390	4,751

17(A) GROUP DEFERRED INCOME

	1 July 2017	Income received in current year	Released in current year	30 June 2018
	£'000	£'000	£'000	£'000
Corporate sponsorship	365	666	(642)	389
Corporate donations	860	1,608	(960)	1,508
Staff hostings	30	1	(30)	1
Other	4	-	(4)	-
Deferred income	1,259	2,275	(1,636)	1,898

Deferred income relates to amounts received prior to entitlement.

18. FINANCIAL INSTRUMENTS

The charity has certain financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at amortised cost. Certain other financial instruments are held at fair value, with gains and losses being recognised within the SOFA.

The charity has the following financial instruments:

	Group 2018	Group 2017	Charity 2018	Charity 2017
	£'000	£'000	£'000	£'000
Financial assets measured at amortised cost:				
Current asset investments	13,274	9,834	13,274	9,834
Cash at bank and in hand	12,515	10,215	12,038	9,820
Amounts owed by group undertakings	-	-	328	179
Other receivables	5,872	5,371	5,486	5,132
	31,661	25,420	31,126	24,965
Financial liabilities measured at amortised cost:				
Accruals	2,881	2,247	2,738	2,209
Other creditors	1,171	1,687	1,128	1,622
	4,052	3,934	3,866	3,831
Financial assets measured at fair value				
Fixed asset investments	21,083	19,874	21,083	19,874
Forward foreign currency contracts	87	47	87	47
	21,170	19,921	21,170	19,921
Financial liabilities measured at fair value				
Forward foreign currency contracts	15	26	15	26
	15	26	15	26

19. CASH FLOW HEDGES – FORWARD FOREIGN CURRENCY CONTRACTS INSTRUMENTS

The following table details the forward foreign currency contracts outstanding as at the year end:

Non-hedged – Forward foreign currency contracts	Notional value		Average contractual exchange rate		Fair value	
	2018	2017	2018	2017	2018	2017
	£'000	£'000	Rate	Rate	£'000	£'000
Due within 1 year						
Buy USD, Sell GBP	-	2,652	-	1.2974	-	(14)
Buy CNY, Sell GBP	-	1,483	-	8.9005	-	(5)
Buy EUR, Sell GBP	-	1,012	-	1.1466	-	11
	-	5,147			-	(8)
	2018	2017				
	£'000	£'000				
Gain/(loss) on forward foreign currency contracts not hedged	8	(8)				

Cash flow hedges – Forward foreign currency contracts	Notional value		Average contractual exchange rate		Fair value	
	2018	2017	2018	2017	2018	2017
	£'000	£'000	Rate	Rate	£'000	£'000
Due within 1 year						
Buy CHF, Sell GBP	3,451	5,558	1.2751	1.2595	72	104
FV movement on cash flow hedges	2018	2017				
	£'000	£'000				
Amounts reclassified to hedge reserve	72	104				
Amounts reclassified from hedge reserve	(104)	(369)				
	(32)	(265)				

WWF-UK has entered into forward foreign exchange contracts to hedge the exchange rate risk arising from commitments to make WWF network support payments expected to occur and to affect profit or loss within the next financial year.

Forward foreign currency contracts are valued using quoted forward exchange rates and yield curves derived from quoted interest rates matching maturities of the contracts. Hedge ineffectiveness recognised in the year was £36,000 (2017: nil).

20. SUBSIDIARY COMPANY

WWF-UK has one subsidiary company. The ordinary shares in the subsidiary company, WWF-UK (World Wide Fund For Nature) Trading Limited (previously known as WWF-UK Trading Limited), are wholly owned by WWF-UK. The company is registered in England and Wales (Registration No. 00892812). The registered office is The Living Planet Centre, Rufford House, Brewery Road, Woking, Surrey GU21 4LL.

The main activities of the company during the year were receiving royalties licensing income from the use of the WWF logo and sponsorship income and miscellaneous trading activities.

The aggregate assets of the subsidiary company were £947,317 (2017: £693,488) and the aggregate liabilities were £903,133 (2017: £647,155), resulting in shareholders' funds of £44,204 (2017: £46,333).

The taxable profits earned by the company are donated to WWF-UK and in the current year amounted to £281,192 (2017: £595,618).

A summary of the subsidiary company's trading results is shown below:

Profit and loss account	2018	2017
	£'000	£'000
Catalogue and retail sales	156	45
Corporate sponsorship and licensing	967	1,257
Turnover	1,123	1,302
Cost of sales	(261)	(189)
Gross profit	862	1,113
Administrative expenses	(585)	(482)
Operating profit	277	631
Interest receivable	2	5
	279	636
Gift Aid donation to WWF-UK	(281)	(596)
Retained profit for the year	(2)	40
Profit & loss account brought forward	46	6
Retained profit carried forward	44	46

21. GROUP STATEMENT OF FUNDS

	At 1 July 2017	Incoming resources	Outgoing resources	Transfers between funds	Net gains/ (losses)	At 30 June 2018
	£'000	£'000	£'000	£'000	£'000	£'000
Endowment funds						
Kleinwort Endowment Fund	2,817	-	(24)	-	94	2,887
Willingdon Memorial Fund	2,128	-	(19)	-	71	2,180
Total endowment funds	4,945	-	(43)	-	165	5,067

Restricted funds						
Project restricted funds						
HSBC Water Programme	763	3,030	(2,185)	-	-	1,608
HSBC Textiles	-	374	-	-	-	374
Sky Ocean Rescue	-	1,884	(340)	-	-	1,544
Marks & Spencer Ethical and Eco Programmes	61	143	(167)	-	-	37
Anne Reece Bhutan for Life	150	436	(180)	-	-	406
Coca-Cola Freshwater Programme	633	60	(540)	-	-	153
John West	120	362	(362)	-	-	120
Apple Apps for Earth	272	-	(272)	-	-	-
Conservancy work in Kenya	505	45	(431)	-	-	119
Trillion Trees	241	307	(273)	-	-	275
European Commission – Celtic Seas	-	157	(157)	-	-	-
European Commission – WaterLife	(1)	143	(142)	-	-	-
European Commission – Other	(91)	-	91	-	-	-
Other project restricted, GAA and DFID	1,069	2,211	(1,894)	-	-	1,386

Broadly restricted funds						
Stewart Scotland Marine Legacy	-	350	(188)	-	-	162
Pauline Haworth-Booth Elephants	-	355	(175)	-	-	180
Rimington Legacy Tigers	-	3,300	-	-	-	3,300
Arctic*	8	414	(748)	-	-	(326)
Climate change*	(93)	420	(658)	-	-	(331)
Primates (orangutans)	179	494	(426)	-	-	247
Rhinos	40	605	(488)	-	-	157
Pandas*	(188)	403	(409)	-	-	(194)
Elephants*	(231)	909	(1,514)	-	-	(836)
Amur leopards*	793	768	(1,608)	-	-	(47)
Snow leopards*	(196)	1,810	(1,774)	-	-	(160)
Tigers	472	2,727	(2,067)	-	-	1,132
Jaguars	682	738	(859)	-	-	561
Penguins*	(171)	413	(416)	-	-	(174)
Mountain gorillas*	(58)	351	(380)	-	-	(87)
Endangered species	669	849	(1,148)	-	-	370
Other broadly restricted funds	966	1,851	(1,651)	-	-	1,166
Hosting costs (including staff costs)	-	368	(369)	-	-	(1)
Total project and broadly restricted funds	6,594	26,277	(21,730)	-	-	11,141

Living Planet Centre						
Living Planet Centre Rufford	4,205	-	(191)	-	-	4,014
Living Planet Centre other	1,818	-	(89)	-	-	1,729
Total Living Planet Centre funds	6,023	-	(280)	-	-	5,743
Total restricted funds	12,617	26,277	(22,010)	-	-	16,884

Unrestricted funds						
Designated reserves:						
Living Planet Centre reserve	10,251	-	(446)	(91)	-	9,714
Fixed asset reserve	552	-	(153)	24	-	423
Capital expenditure reserve	733	-	-	200	-	933
Fundraising reserve	500	-	(500)	-	-	-
Programmes reserve	5,592	5,185	(4,116)	-	-	6,661
Public awareness reserve	2,500	-	-	(1,798)	-	702
Loan reserve	2,400	-	-	(800)	-	1,600
Investment reserve	2,240	-	-	162	-	2,402
Designated reserves	24,768	5,185	(5,215)	(2,303)	-	22,435
Hedge reserve	104	-	-	-	(32)	72
General reserve	15,328	36,169	(35,105)	2,303	507	19,202
Total unrestricted funds	40,200	41,354	(40,320)	-	475	41,709
Total funds	57,762	67,631	(62,373)	-	640	63,660

* There are negative balances on the restricted funds for Arctic (£326,000), Climate change (£331,000), Pandas (£194,000), Elephants (£836,000), Amur leopards (£47,000), Snow leopards (£160,000), Penguins (£174,000) and Mountain gorillas (£87,000). This is due to investment being made in the recruitment of regular giving supporters in respect of whom we are confident that future net income will exceed the amount of the deficit balance.

PERMANENT ENDOWMENTS

The Kleinwort Endowment Fund was established in 1970. Income is available for the general purposes of WWF-UK. The fund is represented by fixed asset investments.

The Willingdon Memorial Fund was received by way of a legacy in 1991 and 1994. Income is available for the general purposes of WWF-UK. The fund is represented by fixed asset investments.

RESTRICTED FUNDS

Restricted funds are grants and donations given for specific purposes. They may be project-specific or more broadly restricted to a theme or country.

1. Other project, GAA and DFID restricted donations are where the donor has specified the project to be funded and neither income nor expenditure exceeds £300,000.
2. Other broadly restricted donations are where the donor has specified the restriction, but not the project to be funded, and neither income nor expenditure exceeds £300,000.
3. European Commission – other restricted donations are where the donor has specified the project to be funded and neither income nor expenditure exceeds £300,000.
4. Living Planet Centre restricted donations have been used for the construction of the new headquarters.

DESIGNATED RESERVES

- The designated reserve in respect of the Living Planet Centre represents the unrestricted element of the net book value of the property. The transfer of £91,000 relates to additional VAT recovered on prior years' capital expenditure.
- The fixed asset reserve represents resources invested in fixed assets other than the Living Planet Centre and which, as a result, are not available for other purposes. The transfer of £24,000 relates to new fixed assets purchased in the year.
- The capital expenditure reserve represents resources allocated to cover future expenditure on major repairs and replacements for the Living Planet Centre building. This amount has been calculated on the basis of an independent professional assessment of likely future costs and will be reviewed at regular intervals.
- The fundraising reserve represents resources designated for investment in the development of a new fundraising initiative for WWF-UK. The reserve was fully utilised during the financial year.
- The programmatic reserve represents funds received from a major legacy and from People's Postcode Lottery (PPL) which had not been spent by the year end and which, while not restricted funds, the trustees believe should be designated for specific projects including Kenya Spatial Planning, black rhino conservation, Our Planet and the Northern Amazon Action Plan. The balance has increased following the receipt of extra PPL income in FY18 due to draws in two calendar years falling into our financial year. It is planned that approximately £5,800,000 will be spent during the next financial year and the remainder in the following two years.
- The public awareness reserve represents funds designated for a major public awareness project that commenced during the year. WWF-UK has underwritten the costs associated with the activity. The reduction of the reserve represents donations received and pledged towards the project.
- The loan reserve is designated for a loan of £2.4m to WWF International relating to an agreement that was signed on 11 August 2016. Along with other WWF network offices, WWF-UK is providing funding for transition costs relating to an organisational restructure intended to improve the global impact of the WWF network. The loan is on commercial terms and is due to be repaid in three equal instalments in July 2018, July 2019 and July 2020. The first instalment was received in July 2018. The reserve has been reduced for this first payment.
- The investment reserve is to provide for foreseeable volatility in the value of the unrestricted fixed asset investments.

HEDGE RESERVE

The hedge reserve represents foreign currency forward currency contracts that are hedged against committed expenditure.

CHARITY STATEMENT OF FINANCIAL ACTIVITIES

The total income of the charity in 2018 was £66.9m (2017: £60.2m) and total expenditure was £61.6m (2017: £62.6m)

22. ANALYSIS OF GROUP ASSETS AND LIABILITIES BETWEEN FUNDS

	Unrestricted funds	Restricted funds	Endowment funds	Total 2018	Total 2017
	£'000	£'000	£'000	£'000	£'000
Intangible fixed assets	80	-	-	80	74
Tangible fixed assets – Living Planet Centre	9,714	5,743	-	15,457	16,274
Tangible fixed assets – Other	343	-	-	343	478
Investments	16,016	-	5,067	21,083	19,874
Fixed assets	26,153	5,743	5,067	36,963	36,700
Current assets	21,521	11,141	-	32,662	26,281
Current liabilities	(5,965)	-	-	(5,965)	(5,219)
Net assets	41,709	16,884	5,067	63,660	57,762

23. OPERATING LEASE COMMITMENTS

At the end of the year, WWF-UK was committed to making future minimum operating lease payments which fall due as follows:

	2018 Land and buildings £'000	2018 Plant and machinery £'000	2017 Land and buildings £'000	2017 Plant and machinery £'000
Payments due:				
within one year	83	9	83	9
within two to five years	80	9	164	17
Total	163	18	247	26

24. LEGACY NOTIFICATIONS

By the end of the financial year, WWF-UK had been advised of a number of legacies which indicated the charity as a beneficiary. These have not been included in the Statement of Financial Activities as the charity's final entitlement has not yet been established by the executors. The initial indicated values for these legacies are estimated to be £9.9 million (2017: £7.0 million).

25. GIFTS IN KIND

WWF-UK received gifts in kind during the year relating to the goods and services detailed below:

	£'000
Campaigning costs:	
Poster advertising space donated and used to promote awareness of the annual WWF Earth Hour and other campaigns	118
Donation of internet search terms to generate public awareness and for testing fundraising media	95
	<u>213</u>
Support costs:	
Pro bono legal services provided in connection with various contracts	92
Total gifts in kind received	<u>305</u>

26. OUTSTANDING GRANT AWARDS

WWF-UK aims to continue to provide funding to a number of programmes and projects subject to the delivery of obligations contained in the grant awards. The amount of grants outstanding at the end of the year that did not meet the definition of an accounting accrual is detailed below. Payment of the grants is contingent on the outcome of reviews of the programmes and therefore the liability has not been recognised at the year end. The commitments will be funded through general funds or restricted funding from individual and institutional donors. The funding of these commitments falls due as detailed below.

	2018 £'000	2017 £'000
Due within:		
1 year	11,587	9,405
2 years	4,143	2,542
3 years	-	61
	<u>15,730</u>	<u>12,008</u>

27. CONTINGENT LIABILITIES

In accordance with normal business practice, WWF-UK has provided indemnities to the executors of certain estates. These indemnities provide legal recourse to the recovery of any over-payments up to the total value of receipts by WWF. The maximum possible liability arising from indemnities outstanding at the balance sheet date was £4,124,625 (2017: £771,803) with the maximum indemnity period being 12 years.

28. RELATED PARTY TRANSACTIONS

3rd party organisation	WWF-UK officer	Position in 3rd party organisation	Transaction type	2018 £'000	2017 £'000
WWF International	Andrew Cahn, chair of WWF-UK	Trustee	Income	513	649
			Grant expenditure	5,203	4,394
			Other expenditure	101	61
			Loan outstanding	2,456	2,422
			Interest earned on loan	34	22
Alliance of Religions and Conservation	Glyn Davies, ex-executive director of global programmes	Trustee	Grant expenditure	70	80
University College London	Professor Georgina Mace, trustee of WWF-UK	Professor	Other expenditure	137	146
Wildscreen	Colin Butfield, executive director of Our Planet	Trustee	Other expenditure	18	18
IUCN-UK	Glyn Davies, ex-executive director of global programmes	Executive committee member	Grant expenditure	-	10
			Other expenditure	5	4
The Climate Movement	Colin Butfield, executive director of Our Planet	Trustee	Income	-	5
			Other expenditure	50	49
Institute of Fundraising	Rohan Hewavisenti, interim chief operating officer	Trustee	Other expenditure	16	10
Natural England	Catherine Dugmore, trustee of WWF-UK	Board member	Income	-	31
Greenpeace UK	Lyndall Stein, interim executive director of supporter income and engagement	Director	Income	-	5

Trustees and other related parties, including key management personnel, made donations to WWF-UK during the year totalling £3,668 (2017: £2,228).

The following transactions between WWF-UK and its subsidiary WWF-UK (World Wide Fund For Nature) Trading Limited took place during the year.

	2018 £'000	2017 £'000
Intercompany balances		
Amounts due from WWF-UK (World Wide Fund for Nature) Trading Limited	328	179
Transactions with WWF-UK (World Wide Fund for Nature) Trading Limited		
WWF-UK income received by the subsidiary	300	58
Subsidiary income received by WWF-UK	234	59
Payments made by WWF-UK on behalf of subsidiary	235	81
WWF-UK expenditure recharged to subsidiary	444	404
Subsidiary VAT paid by WWF-UK	162	193
Gift Aid donation from subsidiary to WWF-UK	281	596

29. TAXATION

WWF-UK is a registered charity and as such is potentially exempt from taxation of its income and gains to the extent that they fall within the exemptions available to charities under the Taxes Act and are applied to its charitable objectives. WWF-UK (World Wide Fund For Nature) Trading Limited is subject to Corporation Tax but it remits by Gift Aid any taxable profit to WWF-UK.

30. COMMITMENTS

At the year end, WWF-UK had a commitment for the development of the WWF Our Planet Hub Digital Experience. This is an intangible fixed asset. The total committed expenditure is £300,000. Of this, £15,000 was incurred during the year ended 30 June 2018. The remainder will be incurred during the next financial year.

31. GUARANTEE

WWF-UK is a company limited by guarantee and each trustee has agreed to contribute up to £10 towards the assets of the company in the event of it being wound up.

32. PEOPLE'S POSTCODE LOTTERY (PPL) INCOME

During the year WWF-UK received the proceeds of lotteries held by PPL. WWF-UK has no ability to alter the price of tickets, determine the prizes or reduce the management fee. As such, PPL is treated as acting as the principal, and so only net proceeds due to WWF-UK are recognised under lottery promotions in the statement of financial activities. The net proceeds received are analysed as follows:

	2018	2017
	£'000	£'000
Ticket value	16,446	7,953
Prize fund	(6,578)	(3,181)
Management fee	(4,685)	(2,386)
Net proceed received	5,183	2,386

33. PRIOR YEAR CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES

	Notes	Unrestricted funds £'000	Restricted and endowment funds £'000	Total 2017 £'000
Income and endowments from:				
Donations and legacies				
Membership and donations from individuals		23,051	12,047	35,098
Corporate donations		805	2,539	3,344
Charitable trusts		299	774	1,073
Legacies		10,963	911	11,874
Gifts in kind		705	-	705
		35,823	16,271	52,094
Charitable activities				
Aid agencies and government grants	4	-	2,282	2,282
Corporate income		-	100	100
Income from non-governmental organisations		16	1,767	1,783
		16	4,149	4,165
Other trading activities				
Corporate income		41	1,021	1,062
Lottery promotions		2,750	-	2,750
Other trading income		87	14	101
		2,878	1,035	3,913
Investments	3	610	13	623
Total income		39,327	21,468	60,795
Expenditure on:				
Raising funds				
Costs of raising voluntary income		8,520	3,589	12,109
Investment management fees		127	43	170
Total expenditure on raising funds	6	8,647	3,632	12,279
Charitable activities				
Grants and project costs	5,6	20,886	18,826	39,712
Campaigns, education and public awareness	6	8,704	1,776	10,480
Gifts in kind		705	-	705
Total expenditure on charitable activities		30,295	20,602	50,897
Reorganisation costs	6	29	-	29
Total expenditure		38,971	24,234	63,205
Net (expenditure)/income before gains on investments		356	(2,766)	(2,410)
Net gains on investments		1,504	518	2,022
Net expenditure/(income)		1,860	(2,248)	(388)
Fair value movements on cash flow hedges		(265)	-	(265)
Net movement in funds		1,595	(2,248)	(653)
Total funds brought forward	34	38,605	19,810	58,415
Total funds carried forward	34	40,200	17,562	57,762

34. PRIOR YEAR GROUP STATEMENT OF FUNDS

	At 1 July 2016	Incoming resources	Outgoing resources	Transfers between funds	Net gains/ (losses)	At 30 June 2017
	£'000	£'000	£'000	£'000	£'000	£'000
Endowment funds						
Kleinwort Endowment Fund	2,546	-	(24)	-	295	2,817
Willingdon Memorial Fund	1,924	-	(19)	-	223	2,128
Total endowment funds	4,470	-	(43)	-	518	4,945

Restricted funds**Project restricted funds**

HSBC Water Programme	1,963	1,248	(2,448)	-	-	763
Marks & Spencer Ethical and Eco Programmes	129	346	(414)	-	-	61
M&S Forever Fish Campaign	272	-	(205)	-	-	67
Unilever	388	-	(360)	-	-	28
Coca-Cola Freshwater Programme	256	850	(473)	-	-	633
John West	45	348	(273)	-	-	120
SAB Miller	171	406	(291)	-	-	286
Apple Apps for Earth	-	322	(50)	-	-	272
Conservancy work in Kenya	733	87	(341)	-	-	479
Trillion Trees	-	302	(61)	-	-	241
European Commission – FLEGT	(145)	264	(40)	-	-	79
European Commission – Celtic Seas	202	145	(347)	-	-	-
European Commission – WaterLife*	-	280	(281)	-	-	(1)
European Commission – Other*	(75)	-	(95)	-	-	(170)
Other project restricted, GAA and DFID	597	1,214	(1,108)	-	-	703

Broadly restricted funds

Sky Amazon Project	1,232	40	(1,261)	-	-	11
Arctic	(126)	411	(277)	-	-	8
Climate change**	(136)	414	(371)	-	-	(93)
Primates (orangutans)	43	497	(361)	-	-	179
Rhinos**	60	596	(663)	-	-	(7)
Pandas**	(100)	413	(501)	-	-	(188)
Elephants**	(133)	717	(815)	-	-	(231)
Amur leopards	884	759	(850)	-	-	793
Snow leopards**	(253)	1,952	(1,895)	-	-	(196)
Tigers	598	2,899	(3,025)	-	-	472
Jaguars	447	766	(531)	-	-	682
Penguins**	(208)	406	(369)	-	-	(171)
Mountain gorillas**	(55)	592	(595)	-	-	(58)
Endangered species	609	1,071	(1,011)	-	-	669
Other broadly restricted funds	803	1,717	(1,357)	-	-	1,163
DFID – PPA 5	773	1,545	(2,318)	-	-	-
Hosting costs (including staff costs)	-	861	(861)	-	-	-
Total project and broadly restricted funds	8,974	21,468	(23,848)	-	-	6,594

	At 1 July 2016	Incoming resources	Outgoing resources	Transfers between funds	Net gains/ (losses)	At 30 June 2017
Living Planet Centre						
Living Planet Centre Rufford	4,424	-	(219)	-	-	4,205
Living Planet Centre other	1,942	-	(124)	-	-	1,818
Total Living Planet Centre funds	6,366	-	(343)	-	-	6,023
Total restricted funds	15,340	21,468	(24,191)	-	-	12,617
Unrestricted funds						
Designated reserves:						
Living Planet Centre reserve	10,733	-	(526)	44	-	10,251
Fixed asset reserve	288	-	(196)	460	-	552
Capital expenditure reserve	533	-	-	200	-	733
Fundraising reserve	500	-	-	-	-	500
Programmes reserve	6,028	2,615	(3,051)	-	-	5,592
Public awareness reserve	-	-	-	2,500	-	2,500
Loan reserve	2,400	-	-	-	-	2,400
Investment reserve	1,799	-	-	441	-	2,240
Designated reserves	22,281	2,615	(3,773)	3,645	-	24,768
Hedge reserve	369	-	-	-	(265)	104
General reserve	15,955	36,712	(35,198)	(3,645)	1,504	15,328
Total unrestricted funds	38,605	39,327	(38,971)	-	1,239	40,200
Total funds	58,415	60,795	(63,205)	-	1,757	57,762

* There are negative balances on the restricted funds for European Commission – WaterLife (£1,000) and European Commission – other (£170,000) due to outstanding claims to be submitted.

** There are negative balances on the restricted funds for Climate change (£93,000), Rhinos (£7,000), Pandas (£188,000), Elephants (£231,000), Snow leopards (£196,000), Penguins (£171,000) and Mountain gorillas (£58,000). This is due to investment being made in the recruitment of regular giving supporters in respect of whom we are confident that future net income will exceed the amount of the deficit balance.

35. PRIOR YEAR ANALYSIS OF GROUP ASSETS AND LIABILITIES BETWEEN FUNDS

	Unrestricted funds £'000	Restricted funds £'000	Endowment funds £'000	Total 2017 £'000
Intangible fixed assets	74	-	-	74
Tangible fixed assets – Living Planet Centre	10,251	6,023	-	16,274
Tangible fixed assets – Other	478	-	-	478
Investments	14,929	-	4,945	19,874
Fixed assets	25,732	6,023	4,945	36,700
Current assets	19,687	6,594	-	26,281
Current liabilities	(5,219)	-	-	(5,219)
Net assets	40,200	12,617	4,945	57,762

WWF-UK CORPORATE DIRECTORY

The information shown below is that pertaining between 1 July 2017 and 2 November 2018, the date of signing the accounts.

President: HRH The Prince of Wales

Trustees

Sir Andrew Cahn KCMG (Chair)
 Natalie Gross (retired June 2018)
 Richard Sambrook (retired June 2018)
 Jane Cotton
 Ila Kasem
 Sir Michael Dixon
 Professor Georgina Mace
 Mark Richardson
 Professor Malcolm Press
 Catherine Dugmore
 Andrew Green
 Professor Eleanor Milner-Gulland

Committees

F, N
 N
 F
 A, F
 P, N
 P
 A, F, Inv
 P, N
 A, F, Inv, N
 F
 P

The following, who are not trustees, hold honorary positions:

Sir Martin Laing CBE (Trustee Emeritus)
 The Hon Mrs Sara Morrison (Trustee Emeritus)
 Ed Smith CBE (Trustee Emeritus)

Independent members and external advisers

Paul Ekins
 Elizabeth Passey
 Andy Wales
 Alex Rogers
 Debbie Pain
 Isabelle Durance
 James Mayer
 Yadvinder Malhi
 Simon Rivett-Carnac (resigned November 2017)

Committees

P
 P
 P
 P
 P
 P
 P
 P
 Inv

Committees

(A) Audit Committee
 (F) Finance and Business Committee
 (N) Nominations and Remuneration Committee
 (P) Programme Committee
 (Inv) Investment Sub-Committee

Chair

Mark Richardson
 Catherine Dugmore
 Sir Andrew Cahn KCMG
 Professor Georgina Mace
 Catherine Dugmore

The executive group/principal officers

Chief executive
 Executive director of operations
 Interim chief operating officer
 Chief operating officer
 Executive director of fundraising and marketing services
 Interim executive director of supporter income and engagement
 Executive director of global programmes
 Executive director of science and conservation
 Interim executive director of advocacy and campaigns
 Executive director of advocacy and campaigns
 Interim executive director of communications and media
 Executive director of communications
 Executive director of Our Planet

Tanya Steele
 Robert Hardy (resigned December 2017)
 Rohan Hewavisenti (appointed December 2017)
 Madeline Denmead (appointed October 2018)
 Alison Lucas (resigned June 2018)
 Lyndall Stein (appointed June 2018)
 Dr Glyn Davies (resigned December 2017)
 Mike Barrett (appointed December 2017)
 Lang Banks (resigned January 2018)
 Tony Juniper (appointed January 2018)
 Richard Warburton (resigned November 2017)
 Lisa Lee (appointed November 2017)
 Colin Butfield

Company secretary

Andrew Napier

Principal and registered office

The Living Planet Centre
 Rufford House
 Brewery Road
 Woking GU21 4LL

Principal professional advisers

Bankers

Lloyds Bank plc
 2 City Place
 Beehive Ring Road
 Gatwick
 West Sussex RH6 0PA

Auditor

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 St Bride's House
 10 Salisbury Square
 London EC4Y 8EH

Legal advisers

Farrer & Co
 66 Lincoln's Inn Fields
 London WC2A 3LH

Investment managers

Newton Investment Management Ltd
 160 Queen Victoria Street
 London EC4V 4LA



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