

# WWF-UK ANNUAL REPORT AND FINANCIAL STATEMENTS 2019-20



FOR  
YOUR  
WORLD

SATURDAY



\*A9WRQN6X\*

A12

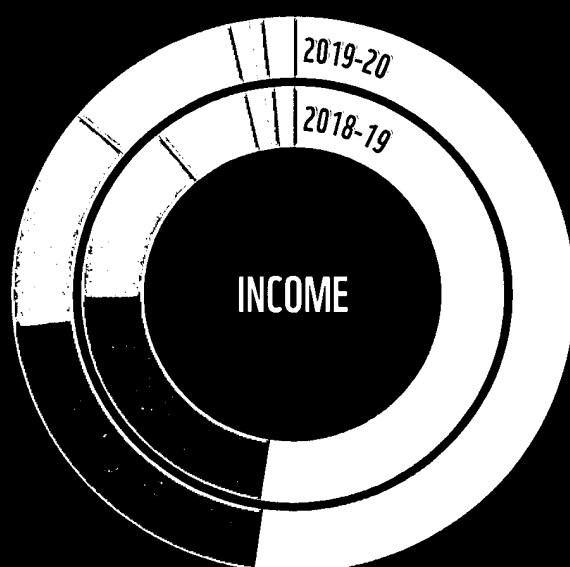
23/01/2021

#158

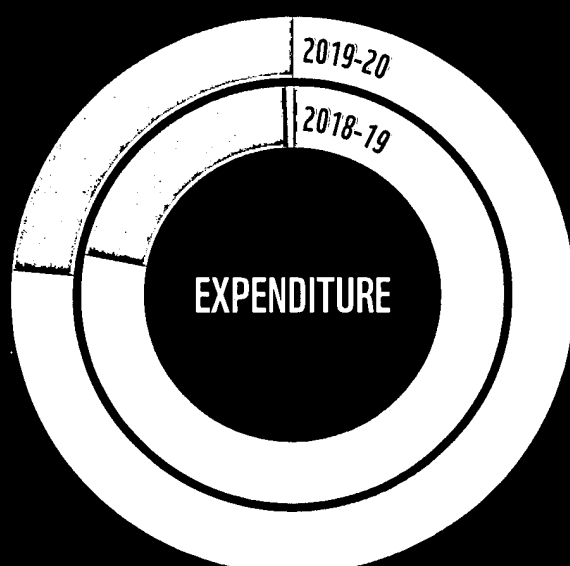
COMPANIES HOUSE

# RAISING SUPPORT

Here's a quick summary of our income and expenditure for the year ending 30 June 2020, along with equivalent figures for the previous year. You can find more detail in our Financial Statements on pages 50-77.



INCOME	2019-20	2018-19
MEMBERSHIP AND DONATIONS	£42.2M	£34.9M
LEGACIES	£17.0M	£14.5M
CORPORATE DONATIONS AND INCOME	£10.4M	£9.4M
LOTTERY PROMOTIONS	£4.3M	£1.1M
CHARITABLE TRUSTS	£2.2M	£2.6M
WWF NETWORK AND OTHER CHARITIES	£1.9M	£1.2M
INVESTMENT INCOME	£0.8M	£0.9M
AID AGENCIES AND GOVERNMENT GRANTS	£0.8M	£0.6M
OTHER	£1.2M	£0.8M
<b>TOTAL</b>	<b>£80.8M</b>	<b>£66.3M</b>



EXPENDITURE	2019-20	2018-19
CHARITABLE ACTIVITIES	£59.8M	£54.5M
COST OF RAISING FUNDS	£18.4M	£14.9M
OTHER	£0.0M	£0.2M
<b>TOTAL</b>	<b>£78.2M</b>	<b>£69.6M</b>





**"WE NOW HAVE THE CHOICE TO CREATE A PLANET  
THAT WE CAN ALL BE PROUD OF. OUR PLANET...  
THE PERFECT HOME FOR OURSELVES AND THE  
REST OF LIFE ON EARTH. JUST IMAGINE THAT!"**

*David Attenborough*

From David Attenborough: *A Life on Our Planet*, co-produced by  
WWF and Silverback Films. The film is streaming now on Netflix.

---

# CONTENTS

---

---

## 6 OUR SUCCESSES

---

### TRUSTEES' REPORT

- 10 A MESSAGE FROM OUR CHAIR
  - 12 A MESSAGE FROM OUR CHIEF EXECUTIVE
  - 14 INDEPENDENT REVIEW
  - 16 OUR FOCUS
- 

### STRATEGIC REPORT

- 18 OUR ACHIEVEMENTS AND PERFORMANCE
  - 30 FINANCIAL REVIEW
  - 34 PRINCIPAL RISKS AND UNCERTAINTIES
- 
- 36 GOVERNANCE
- 

## 46 INDEPENDENT AUDITOR'S REPORT

## 50 FINANCIAL STATEMENTS

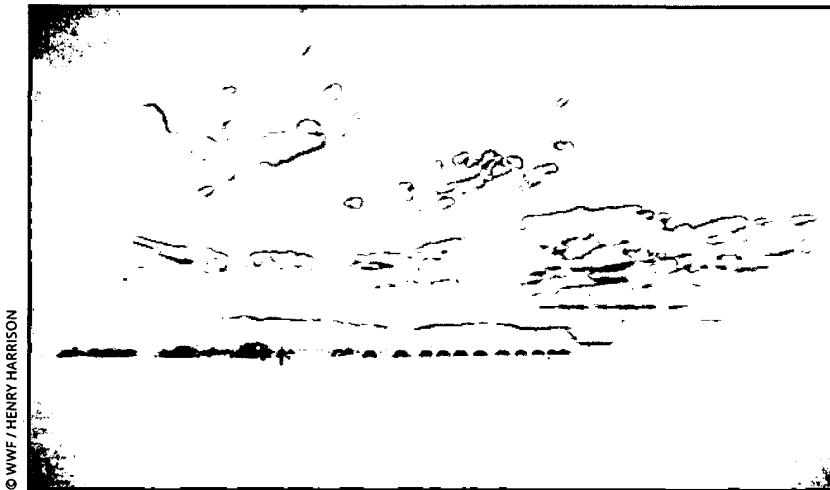
## 78 WWF-UK CORPORATE DIRECTORY

---

### 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.

# OUR SUCCESSES



© WWF / HENRY HARRISON

July 2019

## PROTECTING THE LAST ICE AREA

We helped secure Inuit-led protection for *Tuvaijuittuq*, a marine area in the Canadian Arctic that WWF identified as part of the 'last ice area'. The thickness of ice here means it could become a final refuge for wildlife such as narwhals, polar bears and walruses which rely on sea ice, as well as the algae that fuels the entire Arctic food chain. The area is almost the size of Germany and will become one of the world's largest conservation areas. It will also support local food security, infrastructure and employment needs.

**322,000 SQ KM**  
PROTECTED IN THE CANADIAN ARCTIC  
THANKS TO OUR SUPPORTERS



August

## PEDALLING FOR PANGOLINS

Twelve-year-old Izaak was congratulated by Sir David Attenborough after he and his dad, Greg, cycled 710 miles from our HQ in Woking to our global office in Switzerland to raise money for our work tackling the illegal wildlife trade. Izaak was inspired to help when he heard pangolins are the most trafficked mammals in the world. The duo were among many intrepid Team Panda participants who this year collectively raised almost £140,000 taking on some awesome challenges. Our special thanks also to 'marathon man' Craig Brewster who ran 52 marathons for us in as many weeks!

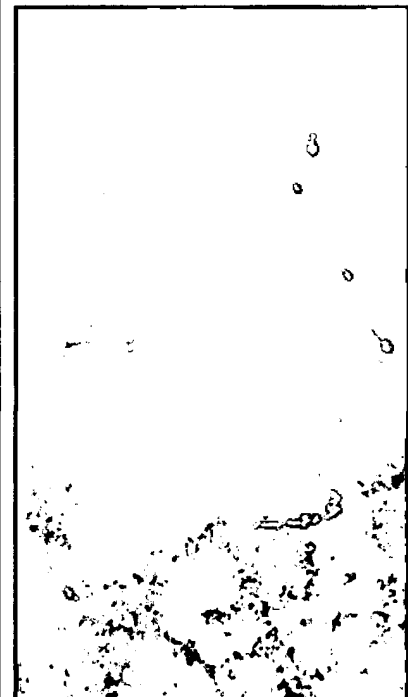
September

## HELPING AMAZON COMMUNITIES RECOVER

Our Amazon emergency appeal raised £1 million to support efforts in Bolivia and Brazil to deal with the devastating forest fires. We provided medicine, food, water pumps and firefighting equipment to affected areas, as well as training and equipment to monitor deforestation and prepare for future fire seasons. We've also been working with indigenous communities who depend on the forest for their livelihoods and have been hit by the loss of fruit, nuts, timber and other products they harvest.

**£1M**

RAISED FOR OUR AMAZON  
EMERGENCY APPEAL



© SILAS ISMAEL / WWF-BRAZIL

# 2019

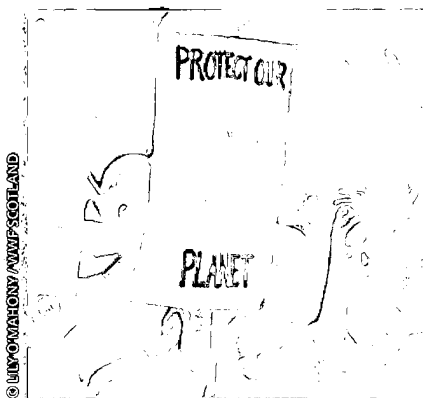


© IUCN/CERNUS/WWF-UK

December

## STRENGTHENING MOUNTAIN GORILLA NUMBERS

The results of a survey of the Bwindi-Sarambwe ecosystem, in Uganda and the Democratic Republic of the Congo, revealed that the mountain gorilla population here rose from an estimated 400 in 2011 to at least 459 in 2018. This brings the total number of wild mountain gorillas to a minimum of 1,063 when combined with results from the Virunga volcanoes survey of 2015-16. They're still endangered, but this increase is testament to the success of our long-term conservation efforts, including our work through the International Gorilla Conservation Programme.



© UFFINGTON/WWF/SCOTLAND

November

## BUILDING AN ACCURATE PICTURE OF LION NUMBERS

With our partners in Kenya, we embarked on the biggest and most accurate survey of lion populations ever undertaken – in the first lion survey to apply the same methods across a whole country. It involves identifying individual lions by their unique whisker spot patterns. The survey will provide us with an accurate 'baseline' and will be repeated in future so we can monitor lion numbers over time, allowing us to evaluate and adapt our conservation efforts.

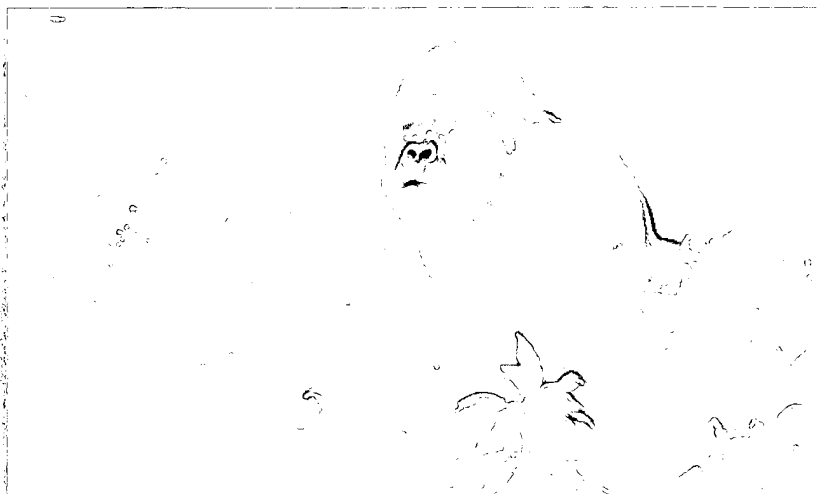
October

## LEADING THE WAY ON SCOTLAND'S CLIMATE LAWS

Thanks to more than two years of campaigning by WWF and others, the Scottish parliament was persuaded to pass one of the toughest climate laws in the world. The law sets a target for net-zero greenhouse gas emissions by 2045 at the latest – five years earlier than the UK overall. Crucially, it demands early action: by 2030, the aim is to cut emissions by 75% compared to 1990 levels. To keep things on track, it includes annual targets for different sectors and requires the government to report on its progress.

# 1,063

THE MINIMUM NUMBER OF MOUNTAIN GORILLAS IN THE WILD



© NATURAL.COM / ANDY ROUSE / WWF

January 2020

## RESPONDING TO THE AUSTRALIAN BUSHFIRE CRISIS

Our Australia bushfire emergency appeal raised £3 million for rescuing and treating injured wildlife and restoring their habitat. We supported efforts to provide veterinary care and food and water for starving animals, and to use sniffer dogs to find surviving koalas. Money raised is also helping us to assess the damage, protect and replant forest habitat, and press the Australian government for better climate policies.

# £3M

RAISED FOR OUR AUSTRALIA BUSHFIRE EMERGENCY APPEAL



© LEWIS/SCIENCE/SCIENCE

February

## PLANTING SEEDS OF HOPE

We planted more than 750,000 seagrass seeds in Dale Bay, Pembrokeshire, as part of our pioneering partnership with Sky Ocean Rescue and Swansea University. Seagrass can absorb carbon at 35 times the rate of rainforests, so it has a crucial role in fighting the climate crisis – but this vital habitat has been decimated globally. It's also home to an incredible abundance of wildlife: within five years our two-hectare demonstration site will become a haven for an estimated 160,000 fish and 200 million invertebrates.



© JOE WICKS

March

## BRIGHTENING UP LOCKDOWN

We responded to the public mood during lockdown in ways that aimed to keep people upbeat and entertained, as well as informed about nature. For instance, we posted regular quizzes online – including ones about wildlife sounds and animal poo. We created popular wildlife-based social distancing tips. And we posted #OneSmileEachDay content on our social channels, which reached an estimated 4.86 million timelines. We were also delighted (and impressed) when the 'nation's PE teacher' Joe Wicks did a daily workout wearing our giant panda suit.



# 2020

© NATIONAL GEOGRAPHIC CREATIVE / ROBERT HARDING PICTURE LIBRARY / WWF



April



## TRACKING MARINE PREDATORS IN ANTARCTICA

We took part in a massive research study, using satellite and electronic tracking data to discover where predator species go to find food in Antarctica and help identify areas that need greater protection. Over several years, more than 70 scientists from 12 nations tracked over 4,000 individual animals from 17 species, including five types of penguin as well as whales, seals and other seabirds.

**70** SCIENTISTS

**12** NATIONS

**4,000** ANIMALS

**17** SPECIES

May



## CAMPAIGNING TO REDUCE OUR GLOBAL FOOTPRINT

Our *Riskier Business* report, published with the RSPB, revealed the UK relies on land overseas equivalent to 88% of the area of the UK to satisfy our demand for products such as palm oil, timber, soy and cocoa. Some 28% of the land used is in countries where there's a high risk of deforestation, impacts on people, and other destruction of nature – increasing the risk of extinction for over 2,800 species. We've used the findings to support our calls for sustainable supply chains for these commodities, tougher trade regulation, and action to protect and restore key landscapes.



June



## REACHING OUT TO NEW AUDIENCES

At the beginning of the year, we launched a new strategy for our YouTube channel, giving us more opportunities to engage with supporters online. We've since published a new video every week, providing deeper dives into our work, and content presented by WWF staff responding to current events. Our channel has reached 18,000 subscribers – connecting them with our work and updates.



Subscribe at [wwf.org.uk/youtube](https://www.wwf.org.uk/youtube)

**18,000**

SUBSCRIBED TO OUR YOUTUBE CHANNEL

© NATUREPL.COM / DENIS-HUOT / WWF

© AARON GEKOSKI / WWF-US

# A MESSAGE FROM OUR CHAIR

As WWF approaches its 60th anniversary, the challenges facing the planet have never been more serious. The next decade will be crucial in determining the future of the planet and WWF is committed to applying its expertise to ensure the best possible outcome.

It is a genuine privilege and honour to become chair of such an outstanding organisation at such a vital moment in the fight for our world. I would like to thank Sir Andrew Cahn for all his hard work during the past six years as my predecessor. His are large shoes to fill but I shall endeavour to carry on all his great work.

Those who started WWF saw the mass destruction of animals and their habitats and acted to "harness public opinion and educate the world about the necessity for conservation". Since those early days, WWF has evolved. In addition to its heartland work of protecting wildlife it is now also focused on tackling the underlying root causes driving nature loss, including fixing food production and a major step change in efforts to combat climate change.

WWF's work is possible thanks to its incredible supporters, but also because of the wonderful people who work for it. I'd like to thank colleagues for how welcoming and generous they have been in introducing me to the workings and capabilities of the organisation.

People ask me why I joined WWF and I can now simply point to *David Attenborough: A Life On Our Planet* – Sir David's moving witness statement, made in collaboration with WWF. The film is a poignant rallying cry for all of us to act now. In it, he makes clear we have just 10 years to make the decisions necessary for the recovery of the natural world. It's time for us all to make some changes and I want to contribute to those changes actually happening.

We know the devastating impact humans have had on both nature and climate. The recent images of fires in the Amazon, California and Australia stand as stark symbols of humanity's wanton destruction of nature and, twinned with the Covid-19 pandemic, they show just how fragile our world is. The way we live our lives threatens the very survival of all life on Earth. Over the next decade, we face a triple challenge: to meet the needs of a growing human population against a backdrop of a dramatically changing climate and a biodiversity crisis across land and sea.

We are two years into an ambitious strategy that aims to meet this challenge by addressing squarely the issues of a sustainable and fair global food and agriculture system; averting dangerous climate change and safeguarding the polar regions; and protecting and restoring threatened habitats and species, while supporting communities and indigenous peoples.

WWF has always attracted the very best people to match its ambition. The skills, knowledge and expertise of the teams assembled by Tanya Steele and the executive group are exceptional and best-placed to deliver our strategy in difficult times. I'm obviously aware of the strains and pressures of the coronavirus outbreak and wish to pass on my gratitude for the way colleagues have conducted themselves and carried on this great work in recent months.

However good our strategy and staff are, we cannot restore nature alone. We need our supporters, and we need to work even better with governments, businesses, other NGOs, the media and the public in greater and bolder collaborations and we need to take a lead to put things right. I know from my career in retail just what huge efforts the sector is putting in to addressing nature loss, but I also know there is so much more to be done. Without increased cross-sector support we will not deliver the huge shifts needed to see a significant upswing in nature's vital signs by 2030.

We must also be better at addressing our failings and things we've got wrong. The findings of the independent review launched by WWF International into allegations of abuses in our conservation work (see more information on page 14) will be learned from and any changes to governance processes or safeguarding procedures not already made will be done so swiftly.

As an organisation, WWF works in some of the most difficult parts of the world but we must not let these challenges distract us from our commitment that the conservation of nature must be achieved in harmony with people and an unflinching respect for human rights. No words can express the sorrow we feel for those affected. Such actions go against all our values.

Good governance is essential for any successful organisation. It drives improvement and impact by allowing considered risk-taking. A clear governance framework empowers teams by providing clarity and assurances so they may achieve true and lasting change.

---

**"I joined WWF to help make a difference; to try to tackle the hardest problem humankind has ever faced. We can all do something, and together we can save the one place we all call home."**

We didn't wait until receiving the findings of the review to start improvements to our governance practices and protocols (see page 29). And we will not stop until we are sure WWF, the places we work and, most importantly, the people we work with are protected without exception.

We have already adopted new values and codes of conduct across all our global offices and have trained all 7,500 members of staff in our network on safeguarding. It is important for everyone connected to WWF, and those who are not, that we uphold the very highest standards in how we operate and how we treat others.

Next year is not only a landmark in the history of WWF, it is a vital year for the future of the planet. Sir David Attenborough has lit the touch paper for action, and it is for us all to respond, whether as individuals deciding what to have for dinner, businesses considering new manufacturing methods, or politicians voting on new environmental laws.

Next year's C7 and COP26 are both in the UK, which gives our country a once-in-a-lifetime opportunity to show leadership and secure deals that will have a positive effect for future generations. It's an opportunity that cannot be missed.

I joined WWF to help make a difference; to try to tackle the hardest problem humankind has ever faced. You can make a difference too. Whether it's to stop waste as Sir David asks us to, sign our petition calling on the UK government to #StandUpForNature, or join WWF with one of our memberships.

We can all do something, and together we can save the one place we all call home.

**Dave Lewis**



© ANDREW PARSONS / PAPERSON MEDIA

---

# A MESSAGE FROM OUR CHIEF EXECUTIVE

This year has been difficult for all of us. The coronavirus outbreak has put enormous pressure on individuals, families and communities trying to cope with ordinary life under extraordinary circumstances.

The pandemic, particularly how it started and spread so quickly, is one of the harshest reminders of the impacts humankind has on the balance of nature.

During lockdown, the growing assumption was that the restrictions were benefiting our climate and our natural world. But science tells us any short-term gains are set against a background of steep long-term decline. A rise in illegal wildlife poaching and the horrific fires in the Amazon and Australia were a brutal contrast to images of cleaner rivers and coastlines in the UK.

Our own report, *Covid-19: urgent call to protect people and nature*, published in June, clearly showed the drivers behind zoonotic diseases are down to the way we live: from trade and consumption to deforestation and food production.

The pandemic has had an impact on our work across the world, as we have had to pause some programmes or scale them back to ensure the safety and wellbeing of colleagues and the people we work with. However, we have seen incredible examples of compassion as people have pulled together to protect and restore nature, particularly our work in Brazil, Bolivia, Kenya and Tanzania where we've even supplied much-needed personal protective equipment.

Here in the UK we have also adapted so we can continue to deliver on our vision that by 2030 nature's vital signs are improving. I am extremely proud of how staff at WWF have responded to the demands of the coronavirus, especially as some colleagues lost loved ones and others became primary carers. I'd like to thank all my colleagues in England, Scotland and Wales for being so flexible and giving such friendship and support.

I'd also like to offer sincere thanks to the huge numbers of supporters who have given so generously to us this year helping fund our work on the ground, power our campaigns and elevate our mission. Your support provides the lifeblood of WWF.

This year, like all of us I was deeply affected by issues raised by the Black Lives Matter movement. Racism has no place at WWF – we celebrate and respect diversity among the people, partners and communities with whom we work. In response to the Black Lives Matter movement I implemented a new Positive Change Agenda to take stock of where we are as an organisation in relation to equality and inclusion and to propose next steps closely aligned with our mission to make changes for the better.

Against the backdrop of such change we are adapting our strategy. While our vision remains unchanged, we are adjusting our planned goals and investments. The past year has cemented our belief that we need to set nature on a path to recovery, with changes from the way we produce and consume food to the growing levels of emissions in our atmosphere. It is only by doing this that we can hope to save our world.

At the heart of this change is WWF's *Living Planet Report 2020*, which highlighted the devastation we are causing to our planet, as it showed wildlife population sizes are in freefall – plummeting by 68% since 1970. And the downward trend isn't slowing.

The report starkly spells out the issue, but month after month we've seen the reality play out across the media via harrowing reports, often highlighted by our own evidence. We've seen images of record losses of ice in both polar regions; and ITV reported from Colombia on our *Below The Canopy* report which showed forest mammals, birds, reptiles and amphibians have declined by more than 50% since 1970 owing to deforestation.

These are 'tipping points' for our planet and will bring irreversible damage to our biosphere and the lives of billions of people unless we act now.

And WWF is acting. We know we're on a long journey to put back what the world has taken from precious wetlands, oceans and forests by 2030 – but it's an urgent one where we are making progress. Our achievements this past year, both via our cutting-edge practical projects and through advocacy and campaigning, are set out on pages 18-29. Against a testing backdrop we've made a real difference, including: equipping firefighters in the Amazon; helping mountain gorilla numbers to rise in central Africa; and securing the toughest climate laws in the world in Scotland.

The fires in Australia saw more than three billion animals affected as areas equivalent to 40% of the UK burned. I thank everyone who contributed £3 million to our appeal, which has helped to provide emergency care for injured wildlife and restore 10,000 koala habitat trees, and continues to support the bushfire response.

Our advocacy is also central to securing global commitments and leadership that will ultimately lead to a restoration of nature. Despite COP26 and G7 being postponed this year, there have been major breakthroughs. Heads of state and governments from 64 countries committed to reverse nature loss by the end of the decade by signing a UN Leaders' Pledge for Nature, which is extremely encouraging. But we need firm and resourced action plans.

---

“We have seen incredible examples of compassion as people have pulled together to protect and restore nature, particularly our work in Brazil, Bolivia, Kenya and Tanzania.”



© ANDREW PARSONS / PARSONS MEDIA

And as well as politicians and governments, businesses still need to do more. We are working closer than ever with businesses to show them what they can do. At the start of the year we brought together Sir David Attenborough and the then governor of the Bank of England, Mark Carney, to inspire leading financial institutions to act on climate and protect nature – for the planet and their bottom line. We also held an event hosted by Steve Backshall at the Royal Institution to highlight the UN’s *Special Report on the Ocean and Cryosphere in a Changing Climate*, where Sky’s chief executive Jeremy Darroch outlined ways businesses can help. To achieve our ambitious goals, we must have more companies like Sky taking the lead.

All this work was only possible because of our fantastic donors and supporters who helped us to generate income of more than £80 million in the year. This was above the level of funds budgeted and has helped us to increase our charitable spend by more than £5 million. The extra income has enabled us to adapt our future plans, which have also been adjusted to take account of activities that had to be postponed owing to the coronavirus outbreak. The delayed activities have meant we are currently holding a higher level of free reserves than originally planned. We aim to reduce these to nearer our target range of £12-16 million while we monitor our income closely during these uncertain times.

I would like to take this opportunity to offer my sympathies to the family of Dame Georgina Mace, who sadly passed away this year. Georgina was a dear friend and adviser to WWF, a valued member of our council of ambassadors and a trustee for many years. She was a hugely respected and authoritative scientific voice who led the original paper on ‘bending the curve’ of biodiversity loss, which sits at the heart of our strategy. And while at ZSL, she was integrally involved with the Living Planet Index, which continues to form the scientific basis of our *Living Planet Report*.

Once again, this year, it was one of the greatest ever conservationists, broadcasters and communicators who focused our minds on the task in hand. Sir David Attenborough’s personal message that we only have 10 years to reverse the destruction we’ve caused has resonated around the world.

There’s no doubt we face a tough challenge if we’re to put nature on a path to recovery by 2030. But we have a collective responsibility to do so. We must make everything we do in 2021 count.

I’d like to thank everyone for all their support.

**Tanya Steele**

# INDEPENDENT REVIEW INTO ALLEGED ABUSE - AND WWF'S RESPONSE

In March 2019, WWF International commissioned an independent review to get to the bottom of allegations of human rights violations by government eco-guards in some areas where we work.

After a thorough investigation lasting more than 19 months, the independent panel has finished its work and in November 2020 we published its full report and recommendations into the issues. The report can be found at [panda.org/review](https://panda.org/review)

The reported abuses committed by some rangers are horrific and go against all the values we stand for. We feel deep and unreserved sorrow for those who have suffered, and we are determined to consistently advocate for governments to uphold their human rights obligations.

It is vital that as a global organisation we learn from the panel's findings and use its recommendations to improve the ways we work.

## THE INDEPENDENT REVIEW

We are determined to meet our own commitments to the people and communities we work with.

That is why the independent review panel was asked to investigate the allegations of abuses, and to look at the suitability and appropriateness of WWF's broader policies, procedures and assurances and risk management processes. We wanted a challenging and unbiased evaluation of our efforts, to continue to learn and improve our programmes.

The review was concerned with:

- Allegations of criminal acts and abuse by some government rangers in areas where we work.
- Allegations that WWF provided support to the governments that employed the rangers but did not do enough to respond to the allegations of abuse.

The independent review panel was led by chair Judge Navi Pillay, former UN High Commissioner for Human Rights, together with Professor John Knox, first UN Special Rapporteur on Human Rights and the Environment, and Dr Kathy MacKinnon, chair of the IUCN World Commission on Protected Areas and former Lead Biodiversity Specialist of the World Bank.

The review focused on allegations in the following areas:

- Cameroon
- Central African Republic (Dzanga Sangha Protected Areas)
- Republic of Congo (Messok Dja)
- Democratic Republic of the Congo
- Nepal (Chitwan National Park)
- India (Kaziranga National Park)

## THE FINDINGS

The panel's report, *Embedding Human Rights in Nature Conservation: From Intent to Action*, found:

- The rangers accused of abuses were employed and managed by governments, not WWF.
- No evidence that WWF staff directed, participated in or encouraged any alleged abuses.
- No evidence that WWF purchased or procured weapons for rangers.

The panel also recognised that WWF was one of the first conservation organisations to embrace human rights principles, that our commitments often set higher standards than the laws and practices of the states in which we work, and that WWF took steps to support communities in the places it reviewed.



However, the panel found some significant shortcomings and management failures in the way some programmes have operated, most particularly that we:

- Did not consistently create accessible grievance mechanisms and should have been more transparent in following up on complaints.
- Need to more firmly engage governments to uphold human rights and use our influence better if they do not.
- Need to strengthen our governance and management systems to manage risks consistently, more rigorously implement our policies, strengthen compliance and increase transparency.

### WWF'S RESPONSE – A SUMMARY

As well as publishing a general response to the report we have also published a technical response, detailing the specific actions we are taking in response to each of the panel's recommendations. The full technical response can also be found at the link above.

We will regularly and transparently assess our progress, beginning in 2021.

We are committed to:

- Establishing effective grievance mechanisms in every country in which WWF works so complaints from communities can be raised, received, tracked and properly addressed. The Human Rights Centre in the Central African Republic (set up in 2016), which the panel praised as an example of best practice, is WWF's model for integrated grievance mechanisms in complex landscapes.
- Strengthening our social and environmental safeguards, a mandatory set of actions to engage communities better, identify and manage risks and ensure consistency in our field work. These safeguards have been approved by all WWF boards worldwide (since July 2019) and implementation is led by a new dedicated Global Safeguards Unit.

- More firmly using WWF's influence to support human rights, and preparing our in-country teams to suspend or withdraw from projects if the safeguards are not met.
- Establishing an office of the Independent Ombudsperson (this process is under way) that will hold WWF accountable to our commitments and safeguards and will provide conflict resolution services to communities in which we work.
- Taking additional steps to help reduce conflicts between communities and government rangers, such as making human rights training mandatory for all of WWF's projects that involve enforcement and helping establish the Universal Ranger Support Alliance (in 2020), an international coalition dedicated to professionalising rangers, including developing a global code of conduct.
- Mandating that all high-risk conservation projects are screened by a new, high-level global risk committee of WWF's leading conservation experts.
- Building staff capacity, including having trained all 7,500 of our staff around the world on our new safeguards system.
- Incorporating WWF's commitments to safeguards and human rights in relevant agreements.

We appreciate the panel's diligent work and welcome its recommendations as important guidance in our evolution as a conservation organisation, as we work to ensure we operate to the very highest standards.





# OUR FOCUS

**There can be no let-up in the fight for our world, and the strategy we embarked upon two years ago remains as urgent as ever. Our *Living Planet Report 2020* shows that global wildlife populations have plummeted on average by 68% in 50 years.**

We need more ambitious action now to tackle climate change, prevent the loss of natural habitats and species, and halve the footprint of production and consumption. Only by doing all these things together will the world halt nature's decline and begin its restoration by 2030.

Our focus is on tackling the problems that drive the loss of nature. We're determined to transform the way food is produced and traded, and to restore land degraded by agriculture. We're tackling food waste and promoting healthier diets. And we're campaigning for greater ambition to cut greenhouse gas emissions ahead of the vital climate summit in the UK in 2021. These system-level changes must go hand-in-hand with the scaled-up conservation efforts that will ensure we do not lose the iconic species we hold so dear.

All our work is underpinned by science and evidence. The data in our own reports supports our work to influence and shape the decisions governments and businesses are making. For example, WWF's *Living Planet Report* contains ground-breaking science about the state of the natural world. Our *Riskier Business* report outlines evidence about the scale of the UK's consumption footprint on the environment overseas. And *Global Futures* highlights the cost to the global economy from the degradation of natural systems.

We still have a long way to go – and the challenges facing our natural world, and all of us who depend on it, continue to grow. So we will work with even greater energy on food and climate change. We'll campaign for new laws for nature in the UK. And for clear government and business pathways to net zero emissions – plans, not just pledges, with the UK leading the way. We'll also press for obligations on business to avoid damaging the natural world we all depend on for our future prosperity.

The road ahead can seem daunting, but there has been progress in recent years. Whether in the home, the boardroom or the corridors of power, people's attitudes are changing and there is a growing understanding that change is needed. But as huge swathes of the Amazon burn and polar ice dwindles, that change needs to happen faster and at a much larger scale.

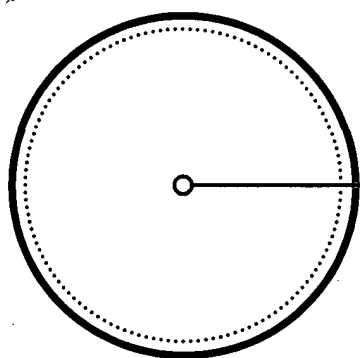
The devastating Covid-19 pandemic has plunged the world into uncharted territory with untold impacts across our health, food, economic, political and social systems. It has also thrown up new challenges in the areas in which we work, with a decline in ecotourism and, in some places, an increase in deforestation and poaching while the world's attention has been elsewhere. But there is also evidence that, amid the trauma and devastation Covid-19 has caused, people are rediscovering their connections to nature and looking for a recovery that prioritises action on the environment and climate change.

At WWF, we are hugely grateful to our supporters and to our many partners – in business, civil society or communities across the world – who have continued to contribute to our work in so many ways, and in increasing numbers. Nothing we do would be possible without their passion and commitment, and we will manage the precious resources and support they give us very carefully in the difficult 12-18 months ahead.

In those coming months and years we will need to meet new and demanding challenges and increase our impact (see our chief executive's message on page 12). The changes needed to restore the natural world are many and complex, and we are only at the start of a very ambitious journey. But humanity has shown we can all make a difference when we act together – such as waking politicians up to climate change, bringing rare species back from the brink and the sacrifices we've all made during the coronavirus lockdown.

The goals and achievements set out in the following pages show some of the impact and difference we're making.

# OUR ACHIEVEMENTS AND PERFORMANCE



## 1. FIGHT FOR YOUR WORLD

2019-20: £11.4M

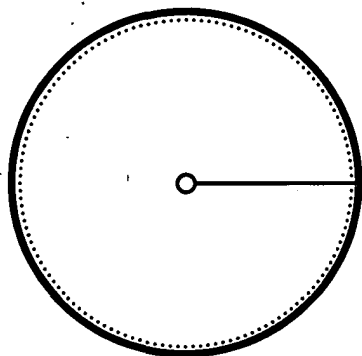
2018-19: £10.3M



In this section we outline a selection of our achievements and performance against our objectives for the year ended 30 June 2020. This does not cover the full scope of our work. Visit our website to find out more about our work: [wwf.org.uk](https://www.wwf.org.uk)

## GOAL EXPENDITURE

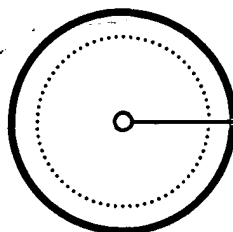
Here's how much we invested in each of our five main goals during the past year, and the equivalent amount we spent the previous year.



### 2. GROWING SUPPORT

2019-20: £11.5M

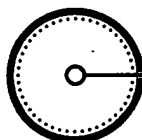
2018-19: £11.4M



### 3. FOOD FOR THE FUTURE

2019-20: £4.6M

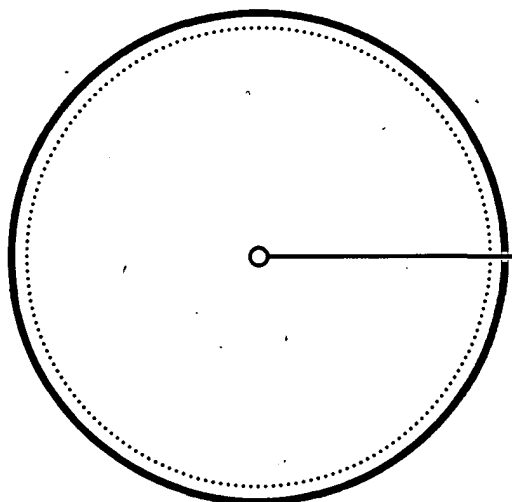
2018-19: £3.1M



### 4. CLIMATE CHANGE AND THE POLAR REGIONS

2019-20: £1.5M

2018-19: £1.4M



### 5. THRIVING HABITATS AND SPECIES

2019-20: £23.5M

2018-19: £21.7M

## GOAL 1

# FIGHT FOR YOUR WORLD



WE CAN ONLY ACHIEVE THE SCALE OF CHANGE NEEDED IF WE WORK TOGETHER. SO WE'RE HARNESSING PEOPLE POWER TO SHIFT THE WAY WE LIVE AND TO INFLUENCE POLITICAL AND ECONOMIC SYSTEMS TO STOP NATURE'S DECLINE AND RESTORE OUR NATURAL WORLD.

### 2019-20 TARGET

In the run-up to global opportunities in 2020, we'll launch a high-profile film to highlight the urgency of the threat to the world's biodiversity – supported by political, business and community events.

2020 was set to be a 'super year', a pivotal time for global decisions that could begin to tackle the nature and climate crisis – including the UK hosting the latest UN climate talks. The Covid-19 pandemic has led to many of these vital discussions being postponed, but we've continued our efforts to build momentum that will put nature at the heart of decision making.

Our ambitious plans to make the most of the opportunities in 2020 included our landmark film, *David Attenborough: A Life On Our Planet*, which we co-produced with Silverback Films to reach a global audience with an urgent message on how we can save our planet.

The feature-length film is Sir David's witness statement, a powerful first-hand account of how he's experienced humanity's impact on the natural world, in which he reflects on how fundamental nature is to our existence. Through the film, he shares a message of hope for the future and a call to action: solutions that will help us urgently heal our broken relationship with nature.

Media interest in the film has been very strong, with more than 800 pieces including cover stories in national papers and magazines.

Unfortunately, the pandemic meant our April launch event at the Royal Albert Hall was cancelled, and the cinema launch was delayed until September, but the film is now streaming on Netflix.

### 2019-20 TARGET

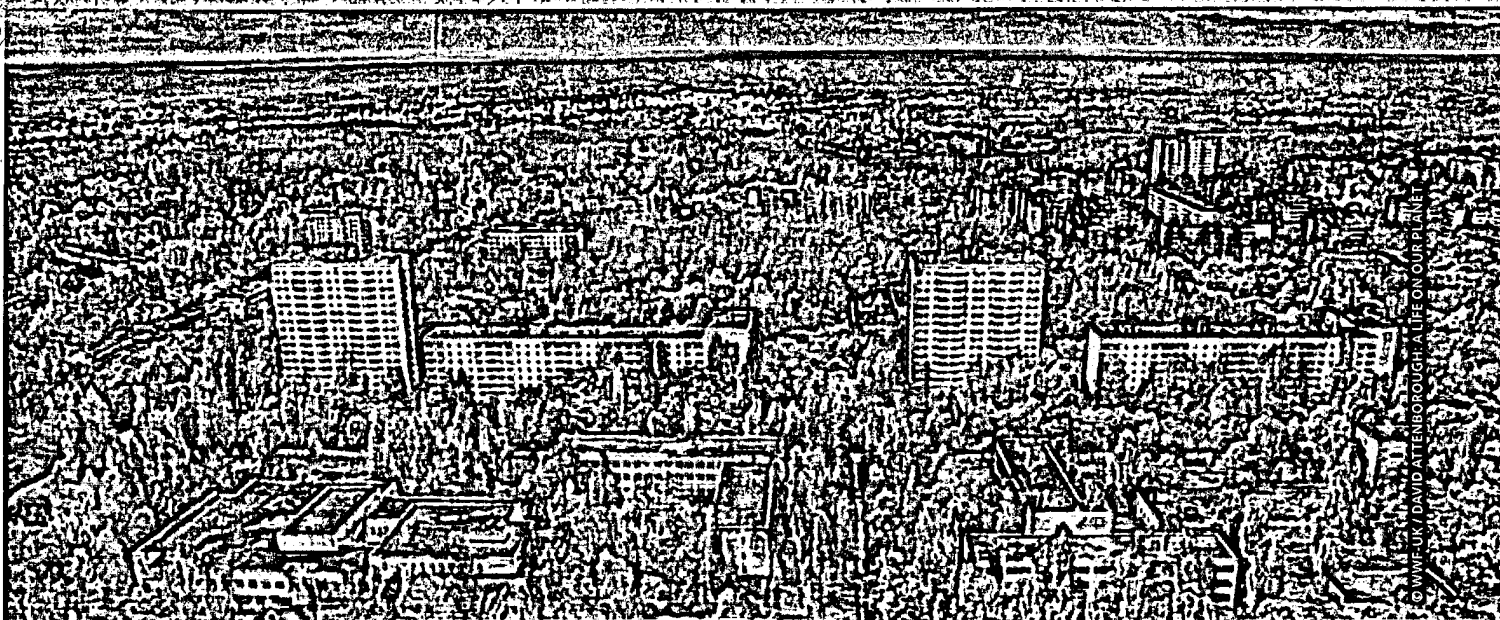
We'll launch a food campaign, a new phase of our climate campaign, and a campaign to drive UK domestic legislation and investment in improving the environment, agriculture and marine protection, and reducing our global footprint.

This year we reacted quickly to changing circumstances to make the most of campaigning opportunities with government, business and the public. As you'll read in Goal 2, this included two emergency campaigns in response to the devastating fires in the Amazon and Australia.

2020 was shaping up to be a big year for the climate, and the climate emergency was a prominent topic in the general election. Our support helped secure Channel 4's televised debate between party leaders on the climate, along with strong commitments in the manifestos of the main parties. And as part of The Climate Coalition, we helped organise a digital mass lobby of Parliament. You can read more about it on page 26. In Scotland, we helped achieve transformational policies in the Climate Bill, including net zero emissions by 2045 and a 75% cut by 2030 – one of the strongest targets in the world.

We launched our food campaign in February to boost public awareness and business and government action on the link between food production and deforestation. Turn to page 24 to read more about our food campaign and our efforts to get the UK Environment Bill to require businesses to cut deforestation out of their supply chains.

And in June we launched our call on the UK government to put our health and that of the planet at the heart of trade deals as we leave the EU – by not lowering food and environmental standards. This work was bolstered by our report *Covid-19: urgent call to protect people and nature*, which explains how nature destruction is driving the risk of future pandemics. Our campaign e-action on this subject has already gained 67,000 signatures, helping us put pressure on the government to commit to upholding standards.



© WWF-UK / DAVID ATTENBOROUGH: A LIFE ON OUR PLANET

## 2019-20 TARGET

**We'll publish a Global Futures report in the run-up to the World Economic Forum that looks at the economic impact of biodiversity loss, and we'll drive momentum towards the New Deal for Nature and People.**

The world's economies and businesses depend on nature's services, so accelerating environmental decline is putting future prosperity and wellbeing in jeopardy. But among heads of state, ministries of finance, businesses and investors there's been a low level of understanding of how the nature crisis affects the economy.

That's where our Global Futures project comes in. In it, we've produced compelling new evidence that strengthens the economic case for making nature's recovery a priority during global policy discussions in 2020 and beyond.

Our cutting-edge approach links established economic and environmental models to calculate the costs of degrading nature in terms of gross domestic product, jobs, productivity and trade—the metrics decision-makers care most about.

Our model covered 140 countries and all key industry sectors.

We launched the report shortly after the World Economic Forum 2020, to make the most of advocacy opportunities when nature was high on the political and media agendas. More than 100 people from government, business, finance, investment, banking, research and the media attended our launch event, and the report gained extensive coverage.

Our report's findings have been extensively shared with government, industry and influencers around the world—and the work has been widely cited as game changing by high-profile international institutions. The World Bank used our model for further analysis to support its global finance ministry meetings, and the UK Treasury used it to inform its major review on the economics of biodiversity. The work was also integral to the launch of a new Climate and Nature Sovereign Index, which used data from Global Futures and other sources to outline risks to economies and investors related to climate and the environment, on a country-by-country basis.

## 2020-21 NEXT YEAR, OUR PRIORITIES WILL INCLUDE:

**We'll deliver a public campaign for tough new nature laws, reflecting the current national context and connecting people with nature.**

**We'll make the most of the opportunities with the release of our film with Sir David Attenborough.**

**We'll influence economic recovery packages, including pushing for a new rule that public spending must help decarbonise the economy. We want environmental impacts considered in all economic and financial decisions.**

**We'll support the call for radical agricultural reform in the UK and abroad to reduce the devastating impact unsustainable food and agricultural production have on nature. And we'll make the most of the once-in-a-generation opportunity to influence the UK's Environment Bill, Agriculture Bill and trade deals.**

## GOAL 2

# GROWING SUPPORT



WE'RE SUBSTANTIALLY GROWING SUPPORT FOR OUR WORK BY MAKING WWF AS WIDELY KNOWN AS POSSIBLE. AND BY CREATING MORE OPPORTUNITIES FOR OUR SUPPORTERS TO BE INVOLVED IN WHAT WE DO AND HAVE AN IMPACT ON OUR MISSION.

In these challenging times, more people than ever have shown how much they care about nature. We're incredibly grateful that so many of you have chosen to give financial and non-financial support to our efforts to change the world for the better – particularly in response to unfolding emergencies.

### 2019-20 TARGET

We'll find new ways to give people more choices on how they engage with our work – including Amazing Planet.

Prime examples included the huge public response to devastating fires in the Amazon last autumn and wildfires in Australia in January.

We tweeted about the Amazon, contrasting reaction to the catastrophic fires there with the Notre Dame blaze. This went viral, and within a day it sparked a global outcry. People gave £1 million to support our efforts to help tackle the crisis in the Amazon.

In January, we responded quickly to the Australian bushfires. We launched an emergency appeal and an immensely popular koala protector product within a week. These raised £3 million to care for injured wildlife and restore their homes.

This year we also launched Amazing Planet, our new premium subscription product. We've designed it to inspire and educate children with the wonders of our natural world, thanks to innovative features such as an interactive world map, collectable animal fact cards, and an app that provides regular content with augmented reality.

## QUIZZES, TIPS AND SKILLS

We responded to the public mood during lockdown, with popular wildlife-based social distancing tips, a #OneSmileEachDay storytelling campaign, and turning our science facts into online quizzes.

We also released our first Alexa skill, WWF's Green Energy Forecast, and a Facebook messenger chatbot quiz to help people decide which adoption is best for them.

And, acting on insights about what supporters want, we've created regular films for our YouTube channel, featuring our staff explaining areas we work on. This fresh content is helping us deepen engagement and boost subscriber numbers.

### 2019-20 TARGET

We'll continue to invest in our brand activity and ramp up the 'fight for your world' through our campaigning in the build-up to vital decisions being made at the UN in autumn 2020.

During this highly unusual year, the public's appreciation of nature has helped us build support and trust in our brand, bolstered by our 'For your world' message and the supporting materials we've produced. We've seen a continued upward trend in people's likelihood to support us, and an increase in supporter numbers.

We created a 'What does WWF do?' film which we've used on our channels and at meetings with potential partners to explain the breadth and scope of our work. It's helped to strengthen our YouTube presence and our digital fundraising.

We followed this with a powerful new climate film for our social channels. Its bold, urgent stance on our generation being the last who can stop climate change helped us stand out during a time when youth climate strikes were creating increased public noise. The film helped us to be seen during this period as the most trusted organisation on climate, ahead of the BBC and National Geographic.



In the run-up to Christmas, we created an innovative that united our brand with our animal adoption products. The advert aired on primetime TV and in cinemas. It focused on the effects of deforestation and was seen as clear, topical and urgent. Together with huge fundraising efforts, it led to our highest ever Christmas period income.

We kicked off 2020 with an informative and punchy

in support of our campaign on this topic. This reached 8.7 million viewers through social media. Public understanding that meat production is the biggest cause of deforestation increased significantly in the three months after we launched this film.

During lockdown, we tailored our message to 'For a better world', which chimed well with the public consciousness about the importance of nature for our wellbeing.

#### 2019-20 TARGET

We know the challenges facing our world are too big for us to tackle by ourselves. Working with our corporate partners enables us to increase the reach, scale and impact of our work in ways we couldn't achieve alone. We're also very grateful to them for donating our highest ever annual partnership income.

Our partners' brands are really effective at raising awareness of our work and encouraging positive behaviour

change among large numbers of consumers. They also help to drive environmental best practice in their sectors. The pandemic delayed the signing of two additional strategic partnerships, but our flagship partners have made further progress towards our shared ambitions.

In particular, this year our partnership with Tesco has made great strides in our goal to halve the footprint of the average shopping basket. Together we're driving best practice and innovations that will achieve a more sustainable food system.

The main focus of our work with Sky is championing ocean protection and recovery. This year we've supported a project with huge potential in the fight against climate change by restoring seagrass in the UK. And we've developed a joint initiative, which we're now ready to launch, to attract quarter of a million 'Ocean Heroes' who'll help us push the UK government to strengthen its strategy for the recovery of UK seas.

During the year, a number of companies and brands across the UK offered great support for WWF's Australian bushfire appeal. Notably, Aussie haircare (a P&G brand) raised £141,000, Pets At Home donated £100,000, MISEC donated £53,000 and Revolut raised £160,000 globally.

This year we also marked the end of our award-winning MISEC Water Programme partnership, which has been instrumental in efforts to secure vital freshwater resources for people and planet in the Ganges, Mara, Mekong, Pantanal and Yangtze river basins. We're agreeing a renewed, highly ambitious partnership with this valued and long-standing partner.

#### NEXT YEAR, OUR PRIORITIES WILL INCLUDE:

## GOAL 3

# FOOD FOR THE FUTURE



**WE'RE FIGHTING TO ENSURE THE UK LEADS A GLOBAL TRANSFORMATION OF FOOD SYSTEMS - PUTTING THE NATION ON A PATH TO SUSTAINABLE FOOD BY GETTING AFFORDABLE, HEALTHY AND ENVIRONMENTALLY SUSTAINABLE FOOD ONTO SHOP SHELVES. WE'RE MAKING IT EASIER FOR PEOPLE TO MAKE THE RIGHT CHOICES THAT WON'T COST THE EARTH.**

The way we produce and consume food is the biggest driver behind the global loss of nature. It's also responsible for up to 30% of global greenhouse gas emissions. We're striving to increase awareness of the environmental impact of food, and to halve that impact every decade.

### 2019-20 TARGET

We'll raise the bar on environmental accountability across the food retail industry by launching our 'sustainable basket metric' of the average UK shopping basket with Tesco.

As part of our ambitious aim to halve the environmental impact of the average UK shopping basket, this year we and Tesco have developed a 'basket metric' that allows us to track progress.

The average basket is made up of 20 of the most common food products that UK consumers buy: things like bread, milk, bananas and rice. These act as 'barometer' products to represent the most important environmental impact areas and agendas of the food system. We're tracking progress against a basket of around 20 metrics; our targets include reducing emissions from some of the most greenhouse gas-intensive agricultural systems like cattle, reducing the sales of high-impact proteins like meat and dairy, and ending the deforestation and habitat conversion associated with soy for animal feed.

During the year, together with Tesco, we've recorded the data to set our baseline and we've assessed the first year of progress for each metric. One year into our partnership we've made 11% progress towards our overall goal.

But our plans to convene a roundtable business event to inspire transparency and data sharing around some key metrics were delayed by the pandemic.

### 2019-20 TARGET

We'll campaign to end deforestation and highlight the links between food, climate and nature.

We're pressing the UK government to take a stand against the destruction of nature by bringing in new laws that prevent companies from importing food commodities that have contributed to deforestation or land conversion.

We're pushing hard for an amendment to the Environment Bill, including a requirement that businesses must carry out 'due diligence' checks to avoid deforestation and conversion throughout their supply chains.

This year we organised influential letters in support of the due diligence legislation, signed by key businesses in the food sector. The business voice helped us challenge those in government we'd been advised were against it. We launched a food campaign in February to boost the level of public awareness about the link between our food and overseas deforestation, and to increase support for our demand for change. To strengthen public engagement on the issue we created new content on our website, ads that appeared at train stations, and films including an animation debunking 10 myths about the causes of deforestation.

In the first week of our campaign, more than 11,000 people emailed their MPs on the subject. One MP noted this was the issue he'd heard most from his constituents about. We also encouraged the public to make 'plate placards' with messages about the effect our food has on the environment, and share images of them on social media. In the three months after we launched the campaign, our brand tracker showed a 9% increase in the number of people who believe meat is a direct driver of deforestation overseas.

We're also calling on the UK government to put our health and that of the planet first when it agrees new trade deals – by not lowering food and environmental standards. And, in light of Covid-19, we've highlighted how protecting nature and avoiding deforestation is fundamental to reducing the risk of further global pandemics. Some 67,000 people have already signed our e-action on this issue.



## 2019-20 TARGET

### HOW DIETARY CHANGE CAN HELP NATURE

Producing food is the leading cause of deforestation across the world, and it's a major reason behind the loss of wildlife. If we're to create a food system that helps restore nature, we must change the way we produce food but also encourage consumption towards more healthy, sustainable diets.

With this in mind, we've led the delivery of some ground-breaking research on how dietary shifts can take place in different countries, underpinned by local realities and needs; we'll publish a report and launch an accompanying interactive tool later in 2020. In the lead-up to the UN's Food System Summit in 2021, we'll use this evidence to engage with governments, to support local-level decision making and meet international targets – encouraging both local and global moves towards healthy, sustainable diets.

### SUPPORTING SUSTAINABLE CHOICES

A big hurdle to a more sustainable food system is knowing the exact environmental impact of different food items. This information can help people and businesses make responsible choices. Say you wanted to compare the environmental impact of an apple grown in South Africa with one grown in the UK. You'd need reliable, up-to-date and practical information about the sustainability of each, but often such information is unavailable or unknown.

We've been working with colleagues at the University of Oxford to create a global mechanism to overcome this. This year we've supported the collection of scientific data and started building a platform, known as HESFIA, so in the near future farmers and businesses will be able to track their environmental impact and act to reduce it. We're also developing tools that will allow consumers to use the information, to help them make more informed choices.

### NEXT YEAR, OUR PRIORITIES WILL INCLUDE:

• Publishing a report and launching an interactive tool on dietary shifts in different countries, underpinned by local realities and needs.

• Supporting the collection of scientific data and building a platform, known as HESFIA, so in the near future farmers and businesses will be able to track their environmental impact and act to reduce it.

• Developing tools that will allow consumers to use the information, to help them make more informed choices.

# CLIMATE CHANGE AND THE POLAR REGIONS



**WE'RE WORKING TO OBTAIN THE STRONGEST CLIMATE AND CONSERVATION ACTION TO PROTECT NATURE AND SECURE OUR FUTURE - RAMPING UP THE UK'S AMBITION AND ACTION TO TACKLE CLIMATE CHANGE TO DELIVER THE PARIS AGREEMENT AND HELP SAFEGUARD THE VITAL POLAR REGIONS.**

## 2019-20 TARGET

We'll develop a strategy to ensure UK leadership in the lead-up to the UNFCCC COP26 delivers global ambition to limit warming to 1.5°C, integrating biodiversity and nature-based solutions to avert dangerous climate change.

Despite the delay until 2021 of the next UN climate summit (COP26), we've been taking every opportunity to keep the climate high on the agenda of the UK and Scottish governments, businesses and the public – because the climate crisis won't wait.

We developed our strategy and advocacy plan for pressing the UK to deliver world-leading climate ambition. A focus for us is increasing understanding of and commitment to the important contribution nature-based solutions can make globally towards meeting the Paris Agreement's emissions goals. While we need to make rapid and deep cuts in our energy and food system emissions, we must also restore natural systems that store carbon – such as trees, peatlands, wetlands and seagrass. And we must address our footprint in other parts of the world. Undermining nature-based solutions in other countries through the commodities we import will prevent collective progress in limiting climate change.

Following the Covid-19 outbreak, we shifted our advocacy and campaigning towards influencing the UK government to deliver a green economic recovery by investing in accelerating the path to net zero. We published evidence – *Keeping us competitive* – that shows investing in net zero is good for nature and people, and powerfully good for economic recovery. The findings have strengthened our argument for a fiscal rule – a 'net zero test' – to guide all government spending, to make sure it supports a green recovery from the Covid recession. We're making this case to ministers, officials and advisers – particularly in the Treasury.

We also co-hosted an influential event where we brought together Sir David Attenborough and the then governor of the Bank of England, Mark Carney, to inspire leading financial institutions to act on climate and protect nature – for the planet and their bottom line.

We gained strong public support too. For example, during lockdown, as part of The Climate Coalition, we organised the first digital mass lobby of Parliament. More than 14,000 people signed up, with constituents emphasising the need for a recovery with climate and nature at its heart, in online meetings with nearly 300 MPs. Many MPs went on to raise the urgency of a green recovery publicly, and to ministers.

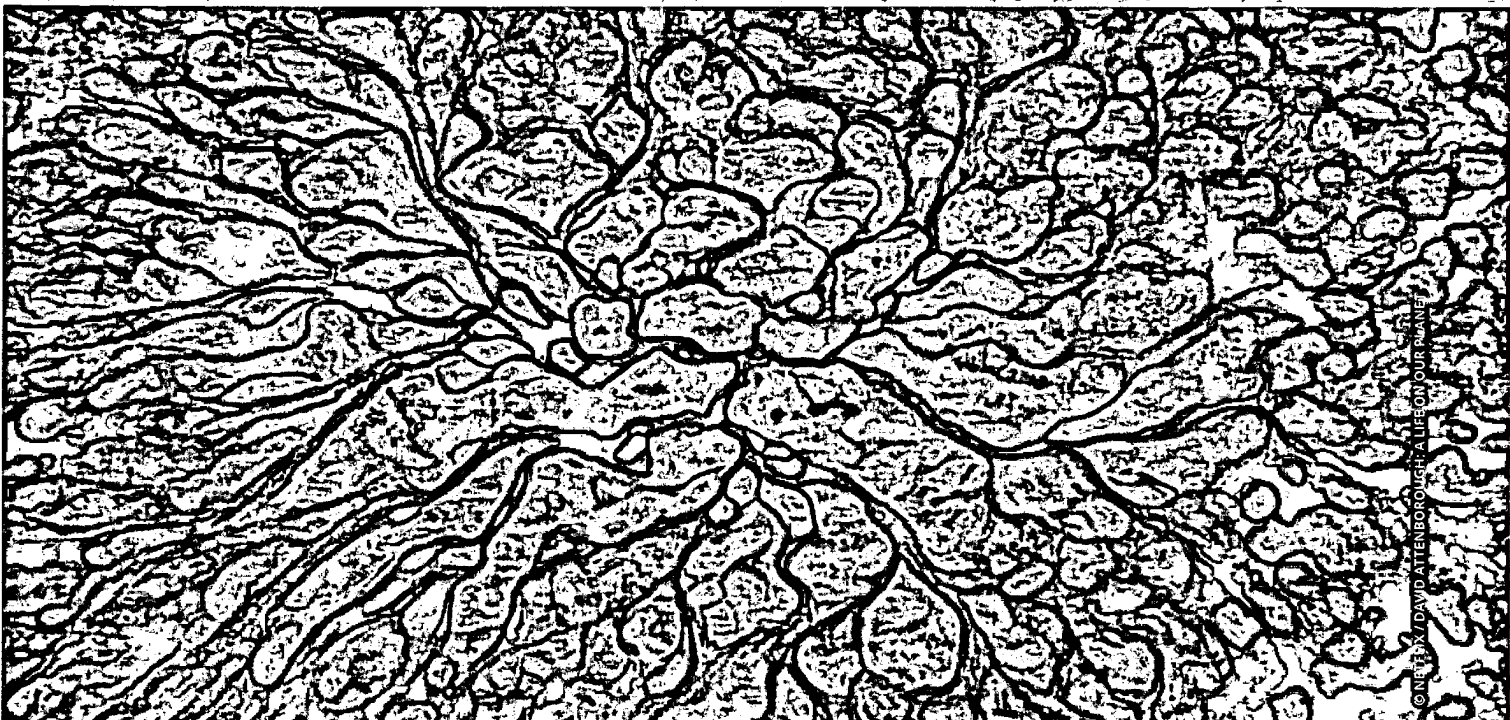
## 2019-20 TARGET

**We'll map and present our vision for a network of Arctic marine protected areas.**

As sea ice in the Arctic melts, industrial development – such as shipping and oil and gas – is increasing in this vulnerable region. We're helping to establish a world-first network of marine protected areas across international borders and an entire ocean, to urgently protect places that are most critical for Arctic wildlife and communities. Our vision is to support indigenous communities, governments and other stakeholders in the region to develop in a sustainable way, giving Arctic marine life a better chance to thrive in the face of the rapidly increasing pressures.

The project, known as ArcNet, is being led and funded jointly by WWF-UK and the WWF offices in Canada, Denmark, the Netherlands, Norway and the US.

During the year, together we've identified and mapped out the most important areas in the Arctic ocean for species. The UK team provided essential scientific and technical support. We led the work, collaborating with a panel of international polar and climate scientists.



We were planning to launch the ArcNet project at a conference of the International Union for Conservation of Nature in June, but it's been postponed until next year. Instead, we're launching it in the autumn, at the meeting of the Arctic Council's Protection of Arctic Marine Environment working groups.

#### 2019-20 TARGET

We'll play an influential role in shaping and disseminating the International Panel on Climate Change's Special Report on the Ocean and Cryosphere in a Changing Climate.

This year we made a substantial scientific contribution to a special report from the UN body for assessing climate science. The report laid out in stark detail the impact climate change will have on the world's oceans and cryosphere (the places covered in snow and ice).

WWF's input included having a scientist from our network's Arctic programme jointly lead the coordination of the report's polar regions chapter. The report featured research we've supported – on krill, climate science, and the effect climate impacts in these habitats will have on nature loss.

The report shows the world's oceans and ice-covered areas have been "taking the heat" for decades, by soaking up more than 90% of the Earth's excess heat and 20-30% of manmade CO<sub>2</sub> emissions. It states that the consequences for nature and humanity are sweeping and severe, and notes that sea-level rise is now mainly because of the melting of the Greenland and Antarctic ice sheets and glaciers.

Very strong wording agreed by the IPCC's 195 government members in the summary report concluded that "ambitious, coordinated and transformative" global efforts to curb emissions and limit temperature rise are both needed and beneficial – as are finding effective ways to adapt and sustainable ways to develop. It also highlights the need to take action quickly, and the increase in risks and costs if we delay.

We held an event at the Royal Institution soon after the report was published to share the report's urgent findings with hundreds of our supporters and influencers. The evening was hosted by Steve Backshall, with talks by climate scientist Dr Emily Shuckburgh, Tanya Steele and Sky's chief executive Jeremy Darroch, who outlined ways businesses can help.

#### 2020-21 NEXT YEAR, OUR PRIORITIES WILL INCLUDE:

We'll influence the UK governments – in the run-up to the UN climate summit – to raise their climate ambition and to support nature-based solutions that contribute to climate action, human development and the recovery of nature.

We'll influence the UK business and finance sector to implement measures aligned with a 1.5°C pathway in their operations, supply chains and investment activities.

We'll launch *Walrus from Space* – our pioneering method of assessing the global walrus population in the context of the climate crisis and Arctic sea ice loss, involving satellite imagery, citizen science and tracking.

# THRIVING HABITATS AND SPECIES



WE KNOW IT WILL TAKE MANY YEARS TO ACHIEVE THE NECESSARY SYSTEM CHANGE ON FOOD AND CLIMATE, SO WE'RE WORKING TO HALT THE LOSS OF HABITATS AND REBUILD NATURAL LIFE-SUPPORT SYSTEMS FOR PEOPLE AND SPECIES IN SOME OF THE WORLD'S MOST SPECIAL PLACES, PROVING NATURE CAN BE RESTORED.

## 2019-20 TARGET

We'll facilitate an agreement between the governments of Kenya and Tanzania to conserve and restore the SOKNOT landscape – including the Maasai Mara, Serengeti and Kilimanjaro. We'll complete a water allocation plan to keep the Mara river flowing.

We're supporting our colleagues in Kenya and Tanzania to help create an ambitious transboundary conservation programme across 134,000 sq km along the border between southern Kenya and northern Tanzania (known as SOKNOT). Home to the annual migration of millions of wildebeest, the landscape is under immense pressure from land conversion, fragmentation and degradation. We aim to contribute to the two governments' efforts to implement their strategies for wildlife corridors and dispersal areas while ensuring we enhance the livelihoods and wellbeing of people living in these areas.

Given the vast area, the complexity of threats and the many stakeholders, a big focus this year has been ensuring all the right people were involved in the planning process. We held visits, meetings and workshops to gather opinions and insights across the landscape, to get the vision and strategy right. More than 100 county and district government officials were engaged, along with people from local communities and from conservation and development organisations.

We secured initial commitment for the programme concept in both countries. We'll continue to engage with both governments and the local communities, with the aim of signing a transboundary memorandum of understanding. This has been delayed as the strategy is still being refined following the valuable input from all those who attended the workshops.



© NETFLIX / DAVID ATTENBOROUGH: A LIFE ON OUR PLANET

## KEEPING THE MARA FLOWING

The Mara river is the only year-round source of water flowing through the iconic Maasai Mara-Serengeti landscape. But increasing demands for water are putting the river under pressure, so it's crucial (for people and wildlife) that we get Kenya and Tanzania to agree to water allocations that will keep the river flowing.

We've seen significant progress this year, including the development by our project partners of a national water allocation plan for Tanzania to sit alongside Kenya's plan. These now need ratifying by ministers on each side of the border. Both plans include provisions that will help keep the river flowing. And both use the same framework, so they are well placed to enable an overall transboundary agreement, which has been delayed owing to challenges in getting support from both governments. We remain hopeful the countries will reach an agreement shortly.

## 2019-20 TARGET

With WWF-China, we'll develop a five-year strategy for a healthy Yangtze river. We'll launch a *Living Planet Index* for the Yangtze, and technical guidance documents to advise the Chinese Ministry of Water on freshwater policy.

Our long-standing work on the Yangtze has reached an important and fascinating stage. Although the Covid-19 crisis has affected key aspects of our programme, the consequent delays have enabled us to adapt our plans to changing government policy in China. For instance, in the last year President Xi has spoken publicly of the need to protect and restore the Yangtze river. Chinese officials and experts now face the challenge of deciding the best ways to achieve this goal while contributing to an economic recovery. There's also an increasing international focus on nature-based solutions that can help countries tackle climate change and restore freshwater and other ecosystems.

China is taking these issues seriously, not least because it will be hosting major intergovernmental conferences on biodiversity and wetland management in 2021 and has an opportunity to be seen as a global leader.

During the year, we've worked with the Chinese water ministry to develop guidelines for water policy, and we've compiled our *Living Yangtze Index* – both are due to be published in autumn 2020. This slight delay will in fact be perfect timing for us to influence future policy and management of the river. Working with WWF-China, we've also adapted the way we're developing our new strategy for the Yangtze, by starting with a review of our unique 20-year freshwater programme here.

We've started work with leading Chinese and international researchers to learn lessons from our long experience of encouraging more sustainable management of the Yangtze. We'll share the results with Chinese policy makers and river managers globally – and the findings will inform our future work in the region.

## 2019-20 TARGET

We'll implement the recommendations from the independent review on embedding human rights in nature conservation, ensuring strong and transparent processes underpin all our work.

Last year, serious allegations were published relating to appalling historical actions by ecoguards employed by governments in places in central Africa and Asia where some WWF offices have funded conservation work. Any actions of this nature are completely at odds with our values; conservation must always be based on, and support, the rights of local communities and must never undermine human rights.

All of us across the global WWF network have been treating the allegations with the utmost seriousness. WWF International commissioned an independent review to examine the allegations along with WWF's policies, procedures, assurances and risk management. The review panel (led by Judge Navi Pillay, former UN High Commissioner for Human Rights) delivered its final report in November 2020, and WWF has published the findings in full. You can read more on page 14.

During the year, across the network we've been reviewing and improving practices and protocols, especially in the most remote and unstable landscapes, to ensure the continued protection of the rights of indigenous people and communities across all our conservation work. As part of this, we've developed and launched an enhanced 'Environmental and Social Safeguards Framework' (ESSF). It includes strengthened and consistent mechanisms to address complaints. The ESSF has been adopted by the global WWF network, and all WWF staff globally have undertaken a mandatory training course about it.

WWF-UK contributed to the development of the ESSF, giving guidance for engaging with communities. We've also been playing a leading role in our global network's response to the allegations. And we've developed a set of ethical principles that will ensure we always follow best practice in all our work, especially in our conservation projects that have people at their heart.

## 2020-21 NEXT YEAR, OUR PRIORITIES WILL INCLUDE:

We'll work together with communities who live alongside wildlife, to develop secure and sustainable livelihoods – during and post-pandemic.

We'll support communities across the Amazon region, and advocate internationally, to prevent damaging trade and environmental policy decisions and protect the Amazon rainforest.

We'll expand and scale up our support for major integrated landscape and seascape programmes, to set them on the road to being conserved, restored, connected and climate resilient.

# FINANCIAL REVIEW

## OPERATING STATEMENT

	Year ended 30 June 2020	Year ended 30 June 2019
	£m	£m
Incoming resources excluding gifts in kind	80.5	66.0
Gifts in kind	0.3	0.3
<b>Incoming resources</b>	<b>80.8</b>	<b>66.3</b>
Costs of raising funds and reorganisation costs		
Cost of raising funds	18.4	14.9
Reorganisation costs	-	0.2
	<b>18.4</b>	<b>15.1</b>
<b>Net income available for charitable purposes</b>	<b>62.4</b>	<b>51.2</b>
Expenditure on charitable activities		
Food for the future	4.6	3.1
Climate change and the polar regions	1.5	1.4
Thriving habitats and species	23.5	21.7
Fight for your world	11.4	10.3
Growing support	11.5	11.4
Strengthening our priority WWF partner offices	1.4	1.8
Building capacity in the network	5.5	4.7
Loss/(gain) on forward foreign currency contracts not hedged	0.1	(0.1)
Gifts in kind attributable to charitable activities	0.3	0.2
	<b>59.8</b>	<b>54.5</b>
<b>Net income/(expenditure) before gain/(loss) on investment assets</b>	<b>2.6</b>	<b>(3.3)</b>
Net gain on investment assets	0.3	0.8
<b>Net income/(expenditure)</b>	<b>2.9</b>	<b>(2.5)</b>
Fair value movements on cash flow hedges	0.1	-
<b>Net increase/(decrease) in reserves</b>	<b>3.0</b>	<b>(2.5)</b>

## INCOME

Total income for the year for the Group (comprising WWF-UK and WWF-UK (World Wide Fund For Nature) Trading Ltd) was £80.8m, compared with £66.3m in the previous year. The increase of £14.5m (22%) in overall income resulted in record income for the organisation and was mainly due to increases in the following areas:

### MEMBERSHIP AND DONATIONS FROM INDIVIDUALS

Income from individuals increased by £7.3m from £34.9m to £42.2m and benefited from the incredibly generous response to our two emergency appeals during the year for the terrible fires in the Amazon and in Australia, which together raised more than £4m. These funds have been used partly to address the immediate responses required to the fires but have and will be employed to help landscape restoration as well as preparations and actions to help reduce the impact of future fires.

Income from individuals has also risen following increased investment and engagement in the last two years, resulting in an increase in the number of active direct debit givers from 415,000 to 451,000 during the year.

### LOTTERY PROMOTIONS

Income from lottery promotions increased by £3.2m from £1.1m to £4.3m due to the timing of draws by People's Postcode Lottery which are scheduled according to the calendar year but which, due to the dates of the draws, meant we benefited from seven draws in the financial year whereas there was only one draw in the previous financial year.

### LEGACIES

Legacies income increased by £2.2 from £14.8m to £17.0m. This was partly attributable to the receipt of a legacy from a family trust of £4.2m, the second largest legacy ever received by the organisation.

### CORPORATE DONATIONS AND INCOME

Income from our corporate partnerships increased by £1.0m from £9.4m to £10.4m. This was mainly due to increased income from our partnership with Tesco, reflecting increased activity levels in the second year of the partnership, and to income from corporate partners in response to our emergency appeal for the Australian fires.

### OTHER INCOME

In other areas, an increase of £0.7m from £1.2m to £1.9m in income from non-governmental organisations was mainly attributable to funding of £0.4m from Birdlife International for our Trillion Trees project. A £0.4m increase from £0.5m to £0.9m in trading income reflected an increase of nearly 50% in sales from our online shop (to nearly £0.5m) and further sales stemming from the Tomorrow's Tigers event that was held in the previous year. Although income from charitable trusts decreased by £0.4m from £2.6m to £2.2m, this was related to the fact that income from Trusts in the previous year was stimulated by fundraising for the film *David Attenborough: A Life on Our Planet*.

## EXPENDITURE

The amount spent on raising funds increased from £14.9m to £18.4m. This reflects the investment we have made in increasing our direct debit supporter base, as noted above, by 36,000 during the year mainly through Direct Response TV and online and social media advertising. It also includes the cost of generating support for the Amazon and Australia emergency appeals. The main benefit from the increased support base will be derived in future years but has been achieved while maintaining the cost of fundraising as a percentage of turnover.

There was a significant increase of £5.3m (10%) – from £54.5m to £59.8m – in our charitable activity expenditure including the following items:

- Thriving Habitats and Species increased by £1.8m, which was mainly attributable to funding of the response to the Australian fires and timing of the grants for the Bhutan for Life project which aims to help ensure at least 60% of Bhutan remains forested.
- Food for the Future expenditure increased by £1.5m, which included work in relation to our new partnership with HSBC focused on sustainable palm oil production in Asia, as well as the development of our partnership with Tesco, focused on transforming the food system.

- Fight for Your World expenditure rose by £1.1m, reflecting expansion of our Sky Ocean Rescue campaign and expenditure on our campaigns for an emergency declaration for the planet and for building sustainable food systems.

There was a reduction of £0.4m in expenditure on our work to strengthen our priority WWF offices. This related to the fact that some of the support to WWF-Brazil had been advanced in the previous year.

The increase of £0.8m in Building Capacity in the Network mainly reflects an increased contribution to WWF International for its conservation work and operations.

## BALANCE SHEET AND RESERVES

The net income for the year of £2.9m and an increase of £0.1m in the movement on cash flow hedges resulted in an increase in total reserves from £61.2m to £64.2m.

The increase in total reserves consisted of an increase of £2.8m in unrestricted funds (to £43.3m) and £0.1m in restricted funds (to £15.6m).

The uplift in unrestricted funds comprised increases in general reserves of £3.9m (see below) from £19.8m to £23.7m and the hedge reserve of £0.1m partly offset by a decrease of £1.2m in designated reserves (including unrestricted funds held as fixed assets) from £20.6m to £19.4m.

The decrease in designated reserves is detailed in Note 21 to the accounts below.

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

Reserves	
	£m
General reserves at 1 July 2019	19.8
Net income in unrestricted funds	2.3
Transfer from restricted funds	0.4
Increase in designated reserve for fixed assets	(0.4)
Decrease in designated reserve for the Living Planet Centre	0.3
Decrease in programmes designated reserve	1.1
Decrease in public awareness designated reserve	0.9
Designated reserve for Wild Isles	(1.4)
Decrease in designated reserve for loan to WWF International	0.8
Increase in designated reserve for investments	(0.1)
General reserves at 30 June 2020	23.7

The WWF-UK reserves policy requires that general reserves are reviewed on at least an annual basis to ensure 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 recently reviewed the requirement for general reserves and decided to retain a range of between £12m and £16m (approximately 13 to 18 weeks of unrestricted funds expenditure). The current level of general reserves sits well above the top of the range. We had budgeted to bring the level of reserves down to a little below the top of the range by the end of the year, however postponement of a number of significant events and activities as a result of the Covid-19 pandemic meant this was not possible. We have adjusted our plans for the following year accordingly. Cash and bank balances increased during the year by £6.1m to £27.4m, which is mainly attributable to the net income for the year of £2.9m and a reduction of £2.4m in debtors.



## 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 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, the extractive industry or the aviation sector. To date, these exclusions have helped to mitigate any impact of the pandemic on the value of the portfolio. All equity investments are screened to ensure the portfolio complies with our investment policy.

## GOING CONCERN

The planning process for the next three years, including financial and cashflow projections, takes into consideration the current economic climate and the Covid-19 pandemic and their potential impact on the various sources of income and planned expenditure. The plans and financial projections have been prepared on the basis of a number of scenarios so the organisation is prepared for different levels of potential impact. The scenarios used range from an optimistic case scenario where the pandemic has a small level of impact on income through to a pessimistic scenario in which there is disruption to activities throughout the period to the end of June 2021 and a very significant impact on income which would necessitate a reduced cost base. In all scenarios, WWF-UK has sufficient cash and cash investments and reserves to continue to operate. Accordingly, the trustees are of the opinion that it is appropriate for the financial statements to be prepared on a going concern basis.

---

# PRINCIPAL RISKS AND UNCERTAINTIES

The trustees are responsible for ensuring WWF-UK has a sound system of internal control to safeguard its assets and funds, and for ensuring 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 78. The system of internal control includes:

- A strategy to 2030, accompanied by a strategic plan 2019-23 and commercial model. These were approved by trustees and came into effect on 1 July 2018. The strategic plan 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. These have been established to ensure activities are coordinated across departments and are focused on the new strategic goals.
- Policy and performance steering group and external affairs steering group. These are forums that have been set up to streamline decision-making. Among other responsibilities, the groups ensure there is adequate risk assessment and due diligence over partnerships.
- Annual performance targets and operating plans, with actual performance monitored every three months against plans. We have developed outcome and impact metrics for monitoring performance across the goals.
- 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 goal group and inform the top risk register. The top risks reported to the Executive Group and Audit Committee are set out (right), with the risks emanating from the Covid-19 pandemic considered as a separate risk although it has also had an impact on other risks.
- 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 exists within the organisation.
- Procedures 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 set ourselves.
- A sign-off process, to ensure external projects with which we are associated reflect our values and protect our reputation.

Risk	Mitigation
<p><b>Covid-19 pandemic</b></p> <p>Not being able to achieve our strategic objectives and adverse effects on staff health and wellbeing.</p>	<ul style="list-style-type: none"> <li>• Establishment of a cross-organisational team of managers reporting into the Executive Group and responsible for: monitoring and ensuring staff wellbeing and robust IT systems and equipment for remote working; planning and ensuring a safe return to work in offices; and close monitoring of financial performance, supporter income and the operational and financial situation in other offices in the WWF network.</li> <li>• Review of objectives and activities in 2020 in light of the impact of the pandemic, and a review of the strategy for the next three years taking into account the opportunities and threats to the strategy given the changed world due to Covid-19.</li> <li>• Close monitoring by trustees of the impact of the pandemic on the finances and strategy of the organisation.</li> </ul>
<p><b>Finance</b></p> <p>Not being able to meet income targets or increasing costs, resulting in an impact on our ability to achieve our strategic objectives.</p>	<ul style="list-style-type: none"> <li>• Monthly reporting on income and expenditure and quarterly review of projected outturns for the year.</li> <li>• Budgeting and planning on the basis of at least three different scenarios.</li> <li>• Regular long-term financial planning to ensure the organisation's longer-term plans are financially sustainable.</li> <li>• Regular review of the general reserves target range to ensure it is set at an appropriate level in light of the assessed risk to the various income streams.</li> </ul>
<p><b>Reputation</b></p> <p>Critical and sudden impact on reputation and brand leads to a significant and sharp reduction in fundraising and audience engagement.</p>	<ul style="list-style-type: none"> <li>• Close collaboration with WWF International in dealing with issues arising in the media.</li> <li>• Sign-off processes for external communications to ensure they are consistent with our brand and strategy.</li> <li>• Progress in the review and improvement of the various operational and programmatic standards that are in place for the WWF network.</li> <li>• Thorough due diligence in respect of partners and suppliers we contract and work with.</li> </ul>
<p><b>Safeguarding</b></p> <p>Incidents could affect communities we work with and colleagues in WWF and partner organisations.</p>	<ul style="list-style-type: none"> <li>• A robust Environmental and Social Safeguarding Framework is being rolled out across the WWF network. This includes a safeguards screening tool, a tiered mechanism for communities to raise complaints and grievances, and a global response protocol for escalating serious complaints. Mandatory training has been rolled out to all WWF staff and trustees. A global safeguards unit has been established to implement and maintain the safeguards framework.</li> <li>• WWF International has put in place a Conservation Quality Committee (CQC), with representation from WWF-UK to review and sign off on high-risk projects and landscape safeguards plans.</li> <li>• WWF-UK continues to run its own safeguarding assessments for all new projects and to ensure the views of local people are reflected in project planning, implementation and monitoring.</li> </ul>
<p><b>Political</b></p> <p>There are unpredictable political contexts in a number of countries where we fund priority work.</p>	<ul style="list-style-type: none"> <li>• Senior management has a watching brief on the political situation in the UK, based on analyses by different teams, and regularly liaises with other country offices regarding the political situation in those countries and the development of scenario planning designed to minimise the effect of different outcomes.</li> </ul>

# 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-World Wide Fund for Nature, a Swiss foundation, 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 campaigning and advocacy 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.

Two new subsidiaries were created during the year for lottery purposes but are currently non-operational: WWF Global Climate Action Lottery Limited and WWF Thriving Habitats and Species Lottery Limited.

## TRUSTEES

The board of WWF-UK comprises up to 15 unpaid trustees, as listed on page 78 (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 chair of the WWF-UK board is appointed for a six-year term of office. Dave Lewis was appointed as the new chair of the board with effect from June 2020.

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 78 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 targets 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 (including safeguarding). It considers and evaluates the work of the internal and external auditors.

The Nominations and Remuneration Committee is responsible for undertaking the recruitment and selection process for trustees 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 session, 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 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.

## **S172(1) STATEMENT**

The trustees are required to outline how they have met the requirements of s172(1) of the Companies Act 2006 in acting to promote the success of the charity to achieve its charitable purposes. This includes having regard to the interests of its stakeholders, employees, the wider community and the environment.

WWF-UK recognises it cannot achieve its mission on its own. Collaboration and working in partnership with its stakeholders are essential to tackle the triple challenges of meeting the dietary and other needs of 10 billion people, keeping global temperature rise below 1.5°C and reversing biodiversity loss.

Our supporters, including members of the public, donors, philanthropists and corporate partners, enable us to raise the funds we need to deliver our critical work. We also work closely with our suppliers to ensure that as an organisation we live up to the environmental principles we promote. We would not be able to achieve our mission without our dedicated staff. We set out below how WWF-UK engages with its different stakeholders, listens to their views and takes into account their interests in order to better achieve its charitable objectives.

## **EMPLOYEES**

At WWF-UK, we know the delivery of our mission relies on our talented and motivated people. Our performance review process underpins our approach to performance and development, ensuring all our people are set and measured against clear 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.

In addition, the Executive Group leads frequent all-staff sessions to inform staff about our work, initiatives and planned changes. We conduct regular staff surveys on relevant subjects, such as remote working during the coronavirus pandemic, to gather staff views. During the lockdown arrangements, staff welfare was a priority. Managers and HR worked closely together to establish what equipment and support staff needed to work remotely, provided reassurance around flexible working arrangements and support for staff wellbeing.

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.

## SUPPLIERS

WWF-UK's Procurement team works closely with its key suppliers to further its aims through environmentally and ethical sourcing practices as well as ensuring good stewardship of funds. For example, the Chartered Institute of Procurement and Supply (CIPS) awarded WWF-UK the Ethical Procurement Private Sector Award for its procurement of facilities management of the Living Planet Centre. The award recognised WWF-UK's leading approach to sustainable procurement.

Through a corporate responsibility plan, WWF and successful bidder Engie delivered a wide range of benefits in just a few months, from the removal of 4,500 single-use plastic bottles per year in cleaning, through to the payment of the Real Living Wage and a year one cost saving, proving that ethical doesn't have to mean more expensive. The Procurement team also worked closely with suppliers to eliminate single-use plastic where possible from our operations, products and supply chain.

## CORPORATE PARTNERSHIPS AND PHILANTHROPIC DONORS

Open, transparent and frequent communication is key to the success of our corporate partnerships. We create formal governance and decision-making structures and schedule regular meetings to allow for ongoing review of progress, feedback on partnership performance, and to provide a forum for discussing current and emerging issues.

We regularly conduct partnership reviews, often through third party independent support, to stand back and assess the progress of our partnerships, identify challenges and opportunities, and ensure our partnerships are delivering the impact we need and expect. With our philanthropic donors, we recently ran an insight project and conducted qualitative interviews, inviting a wide range of donors to give us their feedback on a range of our initiatives. Private events/opportunities are held for them to speak or meet with key WWF-UK staff to ask questions and discuss WWF's work. Major events are communicated regularly.

Information is published in the IATI registry on the grants we receive from public sector donors.

## SUPPORTERS

We regularly ask our supporters for feedback on our work and the services we provide, to continually improve what we do. Supporter-facing teams continuously collect complaints, criticisms and compliments from supporters, and pass this feedback on to colleagues to improve our services and our fundraising campaigns.

Surveys and workshops are frequently conducted with our supporters to understand their motivations, feedback on services we provide, and help develop new ideas. For example, participants in Earth Hour 2020 were asked for feedback on their experience of the event. This enabled us to evaluate the success of the event and gather ideas for improvements for next year. A survey was conducted on how people were engaging with nature during lockdown to allow us to tailor our communications appropriately and support families managing remote education. A sample of our adopters was recently surveyed to find out more about what they think of our adoption products and gather ideas for future development and improvement, which are now being implemented.

Movement building is central to our strategic goals. Research, feedback at events and social media tells us our supporters want to learn, do more, be empowered and supported, and use their talent. We need to provide deeper and more meaningful engagements. To achieve this, we have improved and extended our digital assets and channels, including developing a new app to provide activities for supporters to take part in.

To ensure our supporters are empowered, use their talents and are supported, the movement building team has developed principles and ways of working that ensure each campaign we deliver provides space for new and existing supporters to get what they need from us. For example, within our deforestation campaign, we delivered community-focused innovative engagement projects which created space for artists, individuals and networks to contribute to the campaigns and helped us to expand public conversations on nature protection to new audiences.

## RECIPIENTS OF OUR FUNDING

WWF-UK is in regular communication with colleagues across our WWF network partner offices, coordinated through regional teams in Conservation Programmes. We have signed, or are in the process of signing, Partnership Agreements with WWF-Brazil, Colombia, Kenya, India and China, where we hold ourselves against a set of mutually agreed partnership principles which include trust, equity, shared goals, risks and accountability.

## LOCAL COMMUNITIES IMPACTED BY OUR CONSERVATION WORK

A stronger framework for community involvement and safeguarding in our conservation work has been implemented across the whole WWF network. This includes a safeguards screening tool to identify risks and promote community engagement, a tiered mechanism for communities to raise complaints and grievances, and a global response protocol for escalating serious complaints. This is coupled with staff training, capacity building and strengthened guidance, including guidance on working with indigenous people.

As an example of this approach, in order to strengthen our approach to stakeholder engagement in Kenya and Tanzania as part of the landscape called SOKNOT, WWF-Kenya, Tanzania and UK engaged a Kenya-based consultancy to kick-start a listening exercise with communities. Despite being curtailed by national responses to Covid-19, the team were able to engage with around 100 men, women and young people to discuss topics including livelihoods, rangelands, livestock, wildlife and conflict.

The information generated is being used, with that from other stakeholder consultations with local officials, to develop plans for new work in the area – with the aim of ensuring that the plans are truly owned by the local communities, working to their benefit and aiming to reduce conflict over natural resources through much more collaborative processes.

## OTHER NGOS WITH WHOM WWF-UK WORKS

WWF-UK is a leading member of various coalitions that work closely together on policy, advocacy and campaigning in and beyond the UK.

The Climate Coalition brings together 140 organisations of all sizes, in all parts of the UK, to campaign on engaging ever more people in Britain to raise their voices on climate action.

Greener UK convenes 13 major environmental organisations to campaign on stronger wildlife and nature laws as we leave the EU.

The Wildlife and Countryside LINK brings together 57 organisations in the UK to work for the protection of nature.

And the BOND network connects 400 organisations with a worldwide presence, working on the interconnections between protecting the environment and supporting sustainable development.

Beyond the UK, the WWF network also works as a core part of the Climate Action Network (CAN) – a worldwide network of over 1,300 NGOs in more than 130 countries.

In all these cases, WWF is a leading voice in forming, shaping, resourcing and delivering policy, advocacy and campaigning, in collaboration with many others, to make us more than the sum of our parts. All these coalitions work hard to evaluate and learn from our work, and ensure we continue to develop and grow and become more effective on these critical issues.



## ENVIRONMENTAL MANAGEMENT

In carrying out our mission to safeguard the natural world by building a future in which people and nature thrive together, we seek to minimise the environmental impact of our activities. As an environmental charity, it's vital to us that we reduce these impacts to a minimum. To achieve this, we have an Environmental Management System in place, and maintain certification to ISO 14001 – 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 in our offices. Some of these were significantly reduced during the latter part of the year as a result of the pandemic.

To manage our travel, we have a Sustainable Travel Policy and a carbon budgeting and tracking process for air travel. Our Paper, Timber and Print 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 office locations, and compare the energy used at the Living Planet Centre to the Better Building Partnership good practice benchmark for offices. Other environmental impacts we target, monitor and work to improve include procurement, single-use plastics, water, waste and recycling.

We have a set of detailed environmental goals which include a science-based target consistent with a 1.5°C level of global warming, to reduce our carbon emissions from all activities by 46.2% by 2030, using the year ended 30 June 2019 as a baseline. We have also put in place processes to ensure no avoidable single-use plastic is used in our products, operations and supply chain.

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

## STREAMLINED ENERGY AND CARBON REPORTING

The following data has been externally verified by EnviroSense Consulting Ltd.

The FY20 (July 2019–June 2020) Environmental Report will be available from November 2020.

WWF-UK does not have Scope 1 emissions.

	Current performance FY20 (2019-20)	Past performance FY19 (2018-19)
Energy consumption used to calculate emissions – electricity (kWh)	England – 530,937 Scotland – 18,327 Wales – 10,960	England – 633,217 Scotland – 20,746 Wales – 13,323
Emissions from combustion of purchased electricity (Scope 2) (tonnes CO <sub>2</sub> e)	England – 123.8 Scotland – 4.3 Wales – 2.6	England – 161.9 Scotland – 5.3 Wales – 3.4
Total gross Scope 2 emissions (tonnes CO <sub>2</sub> e)	131	171
Intensity ratio for the above gross emissions (Scope 2)  Intensity ratio: tonnes CO <sub>2</sub> e per full-time equivalent staff	0.38	0.53
Emissions from reimbursed business travel in rental cars or employee-owned vehicles (Scope 3) (tonnes CO <sub>2</sub> e)	6.7	8.4
Emissions from other business travel including air, rail and road (Scope 3) (tonnes CO <sub>2</sub> e)	173	357
Methodology:	GHG Reporting Protocol – Corporate Standard	
Electricity emissions reduction actions taken in FY20:	<ul style="list-style-type: none"> <li>• upgrade to LED lighting throughout the Living Planet Centre (HQ) in England</li> <li>• review of monthly building management system and meter readings, enabling areas of high use to be identified and settings altered in all three offices</li> <li>• IT server upgrade completed and replaced with energy-efficient equipment</li> <li>• solar panels in England serviced and repaired, reducing demand on mains</li> <li>• Wales office windows replaced with double-glazing</li> </ul>	

## **CHARITY GOVERNANCE CODE**

WWF-UK continues to respect the Charity Governance Code and completed an internal audit of its own performance against the Code in January 2019. The audit demonstrated that the organisation is substantively compliant with the Code. Governance is also reviewed on an annual basis as part of the end of year assurance process. WWF-UK continues to assess and improve its governance practices as needed.

## **GRANT-MAKING POLICY**

WWF-UK makes grants in line with its charitable and strategic objectives, to partners in the WWF network and other conservation organisations. We assess partners and programmes for their ability to deliver outcomes and uphold our social and environmental values. Many grants are made to long-running conservation programmes, the outcomes of which are reviewed at regular periods. All grants are subject to specific agreements with partners which define the policies, standards and practices they are required to adhere to, including social policies and safeguards.

## **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 fauna and flora, water, soil and other natural resources for the public benefit. We campaign to limit climate change to conserve the natural environment for the public benefit. We promote and support scientific and educational studies, research and projects and publication of scientific and educational works. Much of our scientific research, policy and advocacy work has been able to continue despite the Covid-19 pandemic, although some field conservation work both in the UK and overseas has inevitably been impacted by international and national travel restrictions.

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. Since March 2020, we have adapted much of our educational work to be delivered online to support teachers and families during the Covid-19 pandemic.

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 STANDARDS AND APPROACH

We continue to be proud members of the Chartered Institute of Fundraising (IOF) and the Fundraising Regulator, and champion and adhere to the excellent standards set out by the Code of Fundraising in all areas of our fundraising. We are committed to the Fundraising Regulator's Fundraising Promise, and continually strive to ensure our fundraising is open, honest, legal and respectful.

In order to raise funds and awareness of our work cost effectively and allow supporters to get involved in ways that suit them, we rely on a variety of different activities, including: fundraising face-to-face and over the telephone, through letters and emails, and by television, digital and press advertising; from legacies, events and community fundraising; and from philanthropists, trusts, foundations, public sector bodies and corporate partners.

We work with professional fundraising agency partners, along with our in-house fundraising teams, to speak to potential and existing supporters, both face-to-face and over the telephone. As a result of these conversations, many are inspired to start a regular committed 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 also 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 activities. In addition we have comprehensive compliance and quality control frameworks that we use to monitor adherence to the General Data Protection Regulations (GDPR), the behaviour of agencies, their staff and our in-house teams and fundraisers, and 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 our supporters feel informed, genuinely thanked and inspired by all interaction we have with them.

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 and in-house fundraisers, contains a section designed to ensure they are aware of the signs of potential vulnerability, as well as the steps we expect them to take on the rare occasions 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 2020, we received 111 complaints (2019: 101) from members of the public about our fundraising activities, which is a tiny number when considered against the millions of communications we sent out last year.

We have chosen to report those where: we were approached by someone to raise a concern about our fundraising activities; there has been a potential breach or a lapse in standards in relation to our fundraising; an investigation has been instigated; or 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 Information Commissioner's Office 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, but she is not present when her own remuneration is being discussed.

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 promote meritocracy, recognising strong capability and consistent achievement against objectives. We 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.

## GENDER PAY GAP

WWF-UK first published its Gender Pay Gap data in 2018 for the year 2017-18 and reported a median gender pay gap of 15.4%. This figure rose to 16.8% for 2018-19 and we will next report to the Government Equalities Office in April 2021. We are not happy with this position and will, together with the updated numbers provided for 2021, share our specific plan for addressing the gender and ethnicity pay gap.

The trustees' report and strategic report were approved by the board of trustees on 9 December 2020 and were signed on their behalf by:



Dave Lewis  
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 2020 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 2020 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 37, 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

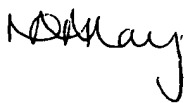
We have been appointed as auditor under section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and under the Companies Act 2006 and report in accordance with the Acts and relevant regulations made or having effect thereunder.

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](http://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.



Nicola May  
Senior Statutory Auditor  
For and on behalf of  
Crowe U.K. LLP  
Statutory Auditor  
London  
8 January 2021





# CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES

(incorporating income and expenditure account) for the year ended 30 June 2020

		Unrestricted funds	Restricted and endowment funds	Total 2020	Total 2019
	Notes	£'000	£'000	£'000	£'000
<b>Income and endowments from:</b>					
<b>Donations and legacies</b>					
Membership and donations from individuals		25,448	16,733	42,181	34,891
Corporate donations		824	6,610	7,434	7,115
Charitable trusts		394	1,791	2,185	2,628
Legacies		16,503	453	16,956	14,763
Gifts in kind	25	290	-	290	272
		43,459	25,587	69,046	59,669
<b>Charitable activities</b>					
Aid agencies and government grants	4	11	769	780	604
Corporate income		1	1,088	1,089	945
Income from non-governmental organisations		158	1,771	1,929	1,248
		170	3,628	3,798	2,797
<b>Other trading activities</b>					
Corporate income		155	1,764	1,919	1,298
Lottery promotions		4,317	-	4,317	1,081
Other trading income		500	422	922	540
		4,972	2,186	7,158	2,919
<b>Investments</b>	3	790	51	841	874
<b>Total income</b>		<b>49,391</b>	<b>31,452</b>	<b>80,843</b>	<b>66,259</b>
<b>Expenditure on:</b>					
<b>Raising funds</b>					
Costs of raising voluntary income		13,096	5,156	18,252	14,666
Investment management fees		147	43	190	176
<b>Total expenditure on raising funds</b>	6	<b>13,243</b>	<b>5,199</b>	<b>18,442</b>	<b>14,842</b>
<b>Reorganisation costs</b>	6	-	-	-	182
<b>Total expenditure on raising funds and reorganisation costs</b>		<b>13,243</b>	<b>5,199</b>	<b>18,442</b>	<b>15,024</b>
<b>Net income available for charitable activities</b>		<b>36,148</b>	<b>26,253</b>	<b>62,401</b>	<b>51,235</b>

Consolidated statement of financial activities for the year ended 30 June 2020 continued

		Unrestricted funds	Restricted and endowment funds	Total 2020	Total 2019
	Notes	£'000	£'000	£'000	£'000
<b>Total expenditure on raising funds and reorganisation costs brought forward</b>	6	<b>13,243</b>	<b>5,199</b>	<b>18,442</b>	15,024
<b>Charitable activities</b>					
Charitable activities	5,6	33,803	25,781	<b>59,584</b>	54,379
Gifts in kind	25	254	-	<b>254</b>	184
<b>Total expenditure on charitable activities</b>		<b>34,057</b>	<b>25,781</b>	<b>59,838</b>	54,563
<b>Total expenditure</b>		<b>47,300</b>	<b>30,980</b>	<b>78,280</b>	69,587
<b>Net income/(expenditure) before gains on investments</b>		<b>2,091</b>	<b>472</b>	<b>2,563</b>	(3,328)
Net gains on investments		233	68	<b>301</b>	847
<b>Net income/(expenditure)</b>		<b>2,324</b>	<b>540</b>	<b>2,864</b>	(2,481)
Transfers between funds		399	(399)	-	-
Fair value movements on cash flow hedges		87	-	<b>87</b>	44
<b>Net movement in funds</b>		<b>2,810</b>	<b>141</b>	<b>2,951</b>	(2,437)
Total funds brought forward	21	40,500	20,723	<b>61,223</b>	63,660
<b>Total funds carried forward</b>	21	<b>43,310</b>	<b>20,864</b>	<b>64,174</b>	61,223

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 2020

		Group 2020	Group 2019	Charity 2020	Charity 2019
	Notes	£'000	£'000	£'000	£'000
<b>Fixed assets</b>					
Intangible assets	11	2,903	2,455	2,903	2,428
Tangible assets	12	14,571	15,244	14,571	15,244
Investments	13	23,470	22,528	23,470	22,528
<b>Total fixed assets</b>		<b>40,944</b>	<b>40,227</b>	<b>40,944</b>	<b>40,200</b>
<b>Current assets</b>					
Stocks	14	412	649	258	507
Debtors	15	5,979	8,356	5,507	7,093
Investments	16	3,328	11,872	3,328	11,872
Cash at bank and in hand		24,055	9,408	21,759	8,096
<b>Total current assets</b>		<b>33,774</b>	<b>30,285</b>	<b>30,852</b>	<b>27,568</b>
<b>Current liabilities</b>					
Creditors: Amounts falling due within one year	17	(10,544)	(9,289)	(7,628)	(6,578)
<b>Net current assets</b>		<b>23,230</b>	<b>20,996</b>	<b>23,224</b>	<b>20,990</b>
<b>Net assets</b>		<b>64,174</b>	<b>61,223</b>	<b>64,168</b>	<b>61,190</b>
<b>The funds of the charity:</b>					
<b>Unrestricted funds:</b>					
General reserves	21	23,718	19,756	23,712	19,723
Hedge reserve	21	203	116	203	116
Designated reserves	21	19,389	20,628	19,389	20,628
<b>Total unrestricted funds</b>		<b>43,310</b>	<b>40,500</b>	<b>43,304</b>	<b>40,467</b>
<b>Endowment funds</b>	21	<b>5,251</b>	<b>5,226</b>	<b>5,251</b>	<b>5,226</b>
<b>Restricted funds</b>	21	<b>15,613</b>	<b>15,497</b>	<b>15,613</b>	<b>15,497</b>
<b>Total funds</b>		<b>64,174</b>	<b>61,223</b>	<b>64,168</b>	<b>61,190</b>

The net movement in funds for the financial year dealt with in the financial statements of the parent charity was £2,978,000 (2019: £(2,426,000)).

The financial statements were approved by the trustees on 9 December 2020 and signed on their behalf by:



Dave Lewis  
Chair of the board of trustees

# CONSOLIDATED STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 30 JUNE 2020

	2020	2019
	£'000	£'000
<b>Cash flows from operating activities:</b>		
Net cash provided by/(used in) operating activities	6,484	(2,100)
<b>Cash flows from investing activities:</b>		
Dividends and interest from investments	841	874
Purchase of intangible assets	(490)	(2,428)
Purchase of property, plant and equipment	(91)	(257)
Proceeds from sale of investments	8,908	8,477
Purchase of investments	(9,777)	(9,002)
Decrease/(increase) in cash held for fixed asset investments	228	(73)
Decrease in cash held for current asset investments	8,544	1,402
<b>Net cash provided by/(used in) investing activities</b>	<b>8,163</b>	<b>(1,007)</b>
<b>Change in cash and cash equivalents in the reporting period</b>	<b>14,647</b>	<b>(3,107)</b>
Cash and cash equivalents at the beginning of the reporting period	9,408	12,515
<b>Cash and cash equivalents at the end of the reporting period</b>	<b>24,055</b>	<b>9,408</b>
<b>Reconciliation of net income/(expenditure) to the net cash flow from operating activities</b>		
Net income/(expenditure) for the reporting period (as per the statement of financial activities)	2,864	(2,481)
Depreciation charges	965	851
Gains on investments	(301)	(847)
Dividends and interest from investments	(841)	(874)
Loss on the disposal of fixed assets	109	-
Non-cash items related to forward foreign currency contracts	106	(106)
Decrease/(increase) in stocks	237	(80)
Decrease/(increase) in debtors	2,356	(1,915)
Increase in creditors	989	3,352
<b>Net cash provided by/(used in) operating activities</b>	<b>6,484</b>	<b>(2,100)</b>
<b>Analysis of cash and cash equivalents</b>		
Cash in hand	24,055	9,408
Total cash and cash equivalents	24,055	9,408

---

# 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 GU24 1LL.

## 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 43.

### Going concern

As explained in the Trustees' Report, the planning process, including financial and cash flow projections, takes into consideration the current economic climate and the Covid-19 pandemic and their potential impact on the various sources of income and planned expenditure on the basis of a number of scenarios. In all scenarios, WWF-UK has sufficient cash and cash investments and reserves to continue to operate. Accordingly, 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.

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.

The analysis of charitable activities at Note 6 reflects the priority activities set out in the strategy.

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
Other intangible asset	3 years on a reducing balance basis

Amortisation is not charged on assets in the course of construction until they are complete and in use.

All intangible assets are reviewed for any indication of impairment and, where impairment is indicated, the value of the asset is reduced to reflect the estimated recoverable value.

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.
- Intangible assets are stated net of any impairment provision.

### 3. INVESTMENT INCOME

	2020	2019
	£'000	£'000
Dividends and fixed interest	652	603
Bank interest	176	243
Other interest	13	28
	<b>841</b>	<b>874</b>

### 4. AID AGENCIES AND GOVERNMENT GRANTS

	2020	2019
	£'000	£'000
Major grants from aid agencies and governments include funds from:		
<b>Department for International Development (DFID)</b>		
Forest Governance, Markets and Climate	749	584
<b>Department for Environment, Food and Rural Affairs (DEFRA)</b>		
Tackling IWT in Muslim communities in Sumatra	20	-
Costs development IWT school resource	11	-
North Devon Marine Pioneers	-	10
<b>Scottish Executive</b>		
Earth Hour Scotland	-	10
Total Aid Agencies and Government Grants	<b>780</b>	<b>604</b>

## 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.

	2020	2019
Organisation/Programme	£'000	£'000
<b>WWF International</b>		
WWF Network Support	4,867	4,078
<b>WWF Network</b>		
Tiger Landscapes	3,740	3,541
Amazon Programme	3,098	2,439
East Africa Savannas	2,685	2,812
Yangtze Programme	1,317	1,600
Organisational Development	1,270	1,666
China Policy (Green is Gold)	1,243	800
Wildlife Trafficking and Demand	1,170	906
Asian High Mountain Landscapes	1,074	1,140
Marine Protected Areas	1,010	604
Australian Wildlife and Nature Recovery	1,000	-
East Africa Coastal Programme	838	1,262
Environmental stewardship in the packaging and paper sector	712	729
Eastern Himalayas Programme	700	73
Asia Sustainable Palm Oil Programme	602	-
Food Landscapes - UK	409	292
Arctic Programme	315	264
Javan Rhino	271	283
Giant Pandas	246	262
Greater Virunga	246	385
Total grants made to largest programmes	26,813	23,136
<b>Other projects aggregated</b>	4,092	3,954
Loss/(Gain) on forward foreign currency contracts not hedged	106	(106)
<b>Total grant funding on programmes and projects</b>	<b>31,011</b>	<b>26,984</b>
Other project activity undertaken directly (Note 6)	24,043	22,777
<b>Total grants and projects expenditure (Note 6)</b>	<b>55,054</b>	<b>49,761</b>
Support costs (Notes 6,7)	4,784	4,802
<b>Total expenditure on grants and projects</b>	<b>59,838</b>	<b>54,563</b>

## 6. RESOURCES EXPENDED

	Activities undertaken directly	Grant funding of activities	Support costs	Total 2020	Total 2019
	£'000	£'000	£'000	£'000	£'000
Food for the future	1,570	2,699	373	4,642	3,074
Climate change and the polar regions	770	650	124	1,544	1,460
Thriving habitats and species	2,409	19,179	1,889	23,477	21,687
Fight for your world	8,223	2,226	914	11,363	10,352
Growing support	10,585	14	927	11,526	11,396
Strengthening our priority WWF partner offices	8	1,270	112	1,390	1,845
Building capacity in the network	224	4,867	445	5,536	4,671
Loss/(Gain) on forward foreign currency contracts not hedged	-	106	-	106	(106)
Gifts in kind attributable to charitable activities	254	-	-	254	184
<b>Total expenditure on charitable activities</b>	<b>24,043</b>	<b>31,011</b>	<b>4,784</b>	<b>59,838</b>	<b>54,563</b>
Expenditure on raising funds	16,974	-	1,468	18,442	14,842
Reorganisation costs	-	-	-	-	182
<b>Total expenditure</b>	<b>41,017</b>	<b>31,011</b>	<b>6,252</b>	<b>78,280</b>	<b>69,587</b>

### 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 2020	Total 2019
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Charitable activities	449	448	941	1,337	1,609	4,784	4,802
Expenditure on raising funds	137	138	289	410	494	1,468	1,292
<b>Total support costs</b>	<b>586</b>	<b>586</b>	<b>1,230</b>	<b>1,747</b>	<b>2,103</b>	<b>6,252</b>	<b>6,094</b>

Governance costs included £36,000 (2019: £88,000) gifts in kind related to pro bono legal services provided.

## 8. STAFF COSTS

	2020	2019
	£'000	£'000
Wages and salaries	15,412	14,078
Social Security costs	1,592	1,437
Pension costs	1,443	1,340
	<b>18,447</b>	<b>16,855</b>

The above costs exclude 4 staff (2019: 4 staff) who were hosted by WWF-UK on behalf of WWF International, WWF-US, WWF-Netherlands and WWF-Singapore. Total cost £317,000 (2019: £298,000).

Included within staff costs above is £90,000 (2019: £92,000) relating to redundancy and termination costs. At the end of the year nil (2019: nil) was still to be paid.

There were no ex-gratia payments made during the year (2019: nil).

In addition, the cost of temporary staff in the year was £380,213 (2019: £471,033), of which £77,978 (2019: £76,980) was for staff hosted by WWF-UK on behalf of WWF-Malaysia.

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 364 (2019: 354).

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

	2020	2019
	Number	Number
Charitable activities	229	211
Generating funds	68	64
Support and governance	49	46
	<b>346</b>	<b>321</b>

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

	2020	2019
	Number	Number
£60,001 to £70,000	16	10
£70,001 to £80,000	13	12
£80,001 to £90,000	2	3
£90,001 to £100,000	1	1
£100,001 to £110,000	2	2
£110,001 to £120,000	1	1
£130,001 to £140,000	1	-
£140,001 to £150,000	-	1
Total	<b>36</b>	<b>30</b>

Pension contributions for the 36 highest paid employees (30 in 2019) amounted to £269,477 (2019: £230,988).

The key management personnel of the charity are the members of the executive group in place during the year as referred to on page 79. The total employee benefits of the executive group were £830,354 (2019: £911,571).

The chief executive, Tanya Steele, received a gross salary during the year of £139,779 (2019: £140,373) and an employer's contribution to the pension scheme equivalent to 10% of the gross salary, as part of the organisation's standard pension programme.

## 9. TRUSTEES' REMUNERATION AND EXPENSES

No trustee received any remuneration from WWF-UK during the year (2019: nil). Expenses totalling £3,246 (2019: £5,283) were reimbursed to six trustees (2019: five trustees) solely for travel costs incurred in attending and participating in meetings.

During the year the charity paid £3,107 (2019: £3,107) 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

	2020	2019
	£'000	£'000
Net incoming resources from operations for the year are stated after charging:		
<b>Auditors' remuneration:</b>		
Fees payable to the charity's auditors for the audit of the charity's annual accounts	41	32
Fees payable to the charity's auditors for the audit of the charity's subsidiaries	23	22
Fees payable to the charity's auditors for consultancy services	15	-
Total auditors' remuneration	79	54
Depreciation of tangible fixed assets	852	813
<b>Operating lease rentals:</b>		
Plant and machinery	10	7
Other	256	92
Total operating lease rental	266	99
Unrealised gain on foreign exchange translation	360	150

## 11. INTANGIBLE FIXED ASSETS

	Other intangible asset in the course of construction	Contacts database system	Other software	Total
	£'000	£'000	£'000	£'000
<b>GROUP</b>				
<b>Cost or valuation</b>				
At 30 June 2019	2,029	1,206	532	3,767
Additions in the year	561	-	-	561
Disposals in the year	-	-	(54)	(54)
<b>At 30 June 2020</b>	<b>2,590</b>	<b>1,206</b>	<b>478</b>	<b>4,274</b>
<b>Amortisation</b>				
At 30 June 2019	-	1,206	106	1,312
Charge for the year	-	-	113	113
Disposals in the year	-	-	(54)	(54)
<b>At 30 June 2020</b>	<b>-</b>	<b>1,206</b>	<b>165</b>	<b>1,371</b>
<b>Net book value</b>				
<b>At 30 June 2020</b>	<b>2,590</b>	<b>-</b>	<b>313</b>	<b>2,903</b>
At 30 June 2019	2,029	-	426	2,455

The other intangible asset in the course of construction concerns the film *David Attenborough: A Life On Our Planet*, which was released in September 2020.

	Other intangible asset in the course of construction	Contacts database system	Other software	Total
	£'000	£'000	£'000	£'000
<b>CHARITY</b>				
<b>Cost or valuation</b>				
At 30 June 2019	2,029	1,206	478	3,713
Additions in the year	561	-	-	561
<b>At 30 June 2020</b>	<b>2,590</b>	<b>1,206</b>	<b>478</b>	<b>4,274</b>
<b>Amortisation</b>				
At 30 June 2019	-	1,206	79	1,285
Charge for the year	-	-	86	86
<b>At 30 June 2020</b>	<b>-</b>	<b>1,206</b>	<b>165</b>	<b>1,371</b>
<b>Net book value</b>				
<b>At 30 June 2020</b>	<b>2,590</b>	<b>-</b>	<b>313</b>	<b>2,903</b>
At 30 June 2019	2,029	-	399	2,428

## 12. TANGIBLE FIXED ASSETS

	Living Planet Centre	Leasehold improvements	Office furniture and equipment	Total
	£'000	£'000	£'000	£'000
<b>GROUP AND CHARITY</b>				
<b>Cost or valuation</b>				
At 30 June 2019	19,326	132	1,285	20,743
Additions in the year	205	-	83	288
Disposals in the year	(164)	-	-	(164)
<b>At 30 June 2020</b>	<b>19,367</b>	<b>132</b>	<b>1,368</b>	<b>20,867</b>
<b>Depreciation</b>				
At 30 June 2019	4,526	100	873	5,499
Charge for the year	688	24	140	852
Disposals in the year	(55)	-	-	(55)
<b>At 30 June 2020</b>	<b>5,159</b>	<b>124</b>	<b>1,013</b>	<b>6,296</b>
<b>Net book value</b>				
<b>At 30 June 2020</b>	<b>14,208</b>	<b>8</b>	<b>355</b>	<b>14,571</b>
At 30 June 2019	14,800	32	412	15,244

## 13. INVESTMENTS

	2020	2019
	£'000	£'000
<b>GROUP AND CHARITY</b>		
<b>Investment – movement</b>		
Market value at 1 July 2019	21,481	20,109
Additions at cost	9,777	9,002
Disposals at market value	(8,908)	(8,477)
Net gain on revaluation	301	847
<b>Market value at 30 June 2020</b>	<b>22,651</b>	<b>21,481</b>
Cash balances	819	1,047
<b>Total market value at 30 June 2020</b>	<b>23,470</b>	<b>22,528</b>
<b>Historic cost at 30 June 2020</b>	<b>19,592</b>	<b>18,521</b>
<b>Portfolio distribution</b>		
UK fixed interest	4,262	4,434
UK equities	4,974	5,142
Overseas equities	10,756	8,666
Overseas fixed interest	738	1,770
Property funds	1,921	1,469
Cash funds	819	1,047
<b>Total Investment Portfolio</b>	<b>23,470</b>	<b>22,528</b>
<b>Restriction analysis</b>		
Endowment funds	5,251	5,226
Unrestricted funds	18,219	17,302
<b>Total</b>	<b>23,470</b>	<b>22,528</b>



## 14. STOCK

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

## 15. DEBTORS

	<i>Group</i>	<i>Group</i>	<i>Charity</i>	<i>Charity</i>
	2020	2019	2020	2019
	£'000	£'000	£'000	£'000
Amounts due within one year:				
Trade debtors	1,841	2,589	156	920
Amounts due from WWF-UK (World Wide Fund For Nature)-Trading Limited	-	-	1,460	568
Other debtors	1,475	3,164	1,419	3,152
Forward foreign currency contracts	203	224	203	224
Prepayments	1,576	1,298	1,462	1,208
Accrued income	884	1,081	807	1,021
<b>Total debtors</b>	<b>5,979</b>	<b>8,356</b>	<b>5,507</b>	<b>7,093</b>

'Other debtors' includes a loan to WWF International. The balance outstanding at the year end was £811,294 (2019: £1,625,600). The balance was repaid on 3 August 2020.

## 16. CURRENT ASSET INVESTMENTS

	<i>Group</i>	<i>Group</i>	<i>Charity</i>	<i>Charity</i>
	2020	2019	2020	2019
	£'000	£'000	£'000	£'000
Amounts due within one year:				
<b>Bank balances held on deposit</b>	<b>3,328</b>	<b>11,872</b>	<b>3,328</b>	<b>11,872</b>

## 17. CREDITORS

	<i>Group</i>	<i>Group</i>	<i>Charity</i>	<i>Charity</i>
	2020	2019	2020	2019
	£'000	£'000	£'000	£'000
Amounts falling due within one year:				
Trade creditors	1,651	781	1,621	631
PAYE & National Insurance	444	421	444	421
Other creditors	94	306	90	303
Forward foreign currency contracts	-	2	-	2
Accruals	4,504	4,420	4,365	4,247
Deferred income (see note 17(a) below)	3,851	3,359	1,108	974
<b>Total creditors</b>	<b>10,544</b>	<b>9,289</b>	<b>7,628</b>	<b>6,578</b>

## 17(A) GROUP DEFERRED INCOME

	1 July 2019	Income received in current year	Released in current year	30 June 2020
	£'000	£'000	£'000	£'000
Corporate sponsorship	2,885	3,527	(2,774)	3,638
Corporate donations	-	5,262	(5,254)	8
Other	474	370	(639)	205
<b>Deferred income</b>	<b>3,359</b>	<b>9,159</b>	<b>(8,667)</b>	<b>3,851</b>

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:

	<i>Group</i> 2020	<i>Group</i> 2019	<i>Charity</i> 2020	<i>Charity</i> 2019
	£'000	£'000	£'000	£'000
<b>Financial assets measured at amortised cost:</b>				
Current asset investments	3,328	11,872	3,328	11,872
Cash at bank and in hand	24,055	9,408	21,759	8,096
Amounts owed by group undertakings	-	-	1,460	568
Other receivables	4,200	6,834	2,382	5,093
	<b>31,583</b>	<b>28,114</b>	<b>28,929</b>	<b>25,629</b>
<b>Financial liabilities measured at amortised cost:</b>				
Accruals	4,504	4,420	4,365	4,247
Other creditors	2,189	1,508	2,155	1,355
	<b>6,693</b>	<b>5,928</b>	<b>6,520</b>	<b>5,602</b>
<b>Financial assets measured at fair value</b>				
Fixed asset investments	23,470	22,528	23,470	22,528
Forward foreign currency contracts	203	224	203	224
	<b>23,673</b>	<b>22,752</b>	<b>23,673</b>	<b>22,752</b>
<b>Financial liabilities measured at fair value</b>				
Forward foreign currency contracts	-	2	-	2
	<b>-</b>	<b>2</b>	<b>-</b>	<b>2</b>

## 19. CASH FLOW HEDGES - FORWARD FOREIGN CURRENCY CONTRACTS

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

Non-hedged - forward foreign currency contracts			Average contractual			
	Notional value		exchange rate		Fair value	
	2020	2019	2020	2019	2020	2019
	£'000	£'000	Rate	Rate	£'000	£'000
<b>Due within 1 year</b>						
Buy USD, Sell GBP	-	1,100	-	1.3262	-	44
Buy CNY, Sell GBP	-	1,600	-	8.9011	-	25
Buy BRL, Sell GBP	-	1,000	-	5.1023	-	37
	-	3,700			-	106
	2020	2019				
	£'000	£'000				
<b>(Loss) / Gain on forward foreign currency contracts not hedged</b>	(106)	106				
Cash flow hedges - forward foreign currency contracts			Average contractual			
	Notional value		exchange rate		Fair value	
	2020	2019	2020	2019	2020	2019
	£'000	£'000	Rate	Rate	£'000	£'000
<b>Due within 1 year</b>						
Buy CHF, Sell GBP	3,911	4,178	1.2274	1.2685	203	116
<b>FV movement on cash flow hedges</b>	2020	2019				
	£'000	£'000				
Amounts reclassified to hedge reserve	203	116				
Amounts reclassified from hedge reserve	(116)	(72)				
	87	44				

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 £24,000 (2019: £28,000).

## 20. SUBSIDIARY COMPANY

WWF-UK has one active subsidiary company and two dormant subsidiaries. The ordinary shares in the active 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, sponsorship income and miscellaneous trading activities.

The aggregate assets of the subsidiary company were £4,382,863 (2019: £3,311,807) and the aggregate liabilities were £4,376,575 (2019: £3,278,977), resulting in shareholders' funds of £6,288 (2019: £32,830).

The taxable profits earned by the company are donated to WWF-UK and in the current year amounted to £1,075,211 (2019: £313,859).

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

<b>Profit and loss account</b>	<b>2020</b>	<b>2019</b>
	<b>£'000</b>	<b>£'000</b>
Catalogue and retail sales	840	477
Corporate sponsorship and licensing	2,114	1,438
<b>Turnover</b>	<b>2,954</b>	<b>1,915</b>
Cost of sales	(674)	(450)
<b>Gross profit</b>	<b>2,280</b>	<b>1,465</b>
Administrative expenses	(1,245)	(1,168)
<b>Operating profit</b>	<b>1,035</b>	<b>297</b>
Interest receivable	13	6
	<b>1,048</b>	<b>303</b>
<b>Gift Aid donation to WWF-UK</b>	<b>(1,075)</b>	<b>(314)</b>
<b>Retained profit for the year</b>	<b>(27)</b>	<b>(11)</b>
Profit & loss account brought forward	33	44
<b>Retained profit carried forward</b>	<b>6</b>	<b>33</b>

## 21. GROUP STATEMENT OF FUNDS

	<b>At 1 July</b>			<b>Transfers</b>	<b>Net</b>	<b>At 30 June</b>
	<b>2019</b>	<b>Income</b>	<b>Expenditure</b>	<b>between</b>	<b>gains/</b>	<b>2020</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>funds</b>	<b>(losses)</b>	<b>£'000</b>
<b>Endowment funds</b>						
Kleinwort Endowment Fund	2,978	-	(25)	-	39	2,992
Willingdon Memorial Fund	2,248	-	(18)	-	29	2,259
<b>Total endowment funds</b>	<b>5,226</b>	<b>-</b>	<b>(43)</b>	<b>-</b>	<b>68</b>	<b>5,251</b>
<b>Restricted funds</b>						
<b>Project restricted funds</b>						
HSBC water programme	1,602	1,230	(2,064)	-	-	768
HSBC textiles	486	393	(453)	-	-	426
HSBC Asia Palm Oil	-	2,018	(589)	-	-	1,429
Sky Ocean Rescue	2,145	2,213	(1,909)	-	-	2,449
Mondi environmental stewardship	-	798	(798)	-	-	-
DFID forest governance, markets and climate	165	749	(636)	-	-	278
Tesco sustainable food	-	981	(981)	-	-	-
Coca-Cola freshwater programme	136	473	(365)	-	-	244
Anne Reece Bhutan for Life	845	298	(747)	-	-	396
Sodexo carbon performance and sustainable meals* (see page.70)	94	267	(364)	-	-	(3)
Old Mout Amazon / Cerrado	17	96	(113)	-	-	-
Patrick Degorce coral reef	-	449	(243)	-	-	206
ABinBEV clean water	-	291	(291)	-	-	-
Trillion Trees	275	910	(479)	-	-	706
Public awareness project	-	772	-	(399)	-	373
Other project restricted, GAA and DFID	1,335	1,762	(1,850)	-	-	1,247

	At 1 July 2019	Income	Expenditure	Transfers between funds	Net gains/ (losses)	At 30 June 2020
<b>Broadly restricted funds</b>						
Stewart Scotland marine legacy	92	-	(92)	-	-	-
Rimington legacy tigers	2,520	-	(2,447)	-	-	73
Amazon emergency appeal	-	1,082	(814)	-	-	268
Amazon	6	225	(208)	-	-	23
Arctic* (see page 70)	1	570	(578)	-	-	(7)
Australia wildfires appeal	-	2,966	(1,451)	-	-	1,515
Climate change	(129)	474	(270)	-	-	75
Illegal wildlife trade	255	55	(231)	-	-	79
Tigers	121	2,417	(1,934)	-	-	604
Snow leopards* (see page 70)	(213)	1,654	(1,656)	-	-	(215)
Elephants* (see page 70)	1	1,223	(1,596)	-	-	(372)
Amur leopards* (see page 70)	(323)	910	(800)	-	-	(213)
Primates (orangutans)	-	778	(759)	-	-	19
Jaguars* (see page 70)	67	555	(766)	-	-	(144)
Rhinos	41	516	(550)	-	-	7
Penguins* (see page 70)	10	504	(647)	-	-	(133)
Pandas* (see page 70)	(169)	500	(481)	-	-	(150)
Mountain gorillas* (see page 70)	(72)	476	(424)	-	-	(20)
Lions	(84)	329	(119)	-	-	126
Turtles* (see page 70)	3	310	(408)	-	-	(95)
Endangered species	-	741	(661)	-	-	80
Guardians appeal	349	301	(569)	-	-	81
Other broadly restricted funds	437	720	(848)	-	-	309
Hosting costs (including staff costs)	-	446	(446)	-	-	-
<b>Total project and broadly restricted funds</b>	<b>10,013</b>	<b>31,452</b>	<b>(30,637)</b>	<b>(399)</b>	<b>-</b>	<b>10,429</b>
<b>Living Planet Centre</b>						
Living Planet Centre Rufford	3,838	-	(205)	-	-	3,633
Living Planet Centre other	1,646	-	(95)	-	-	1,551
<b>Total Living Planet Centre funds</b>	<b>5,484</b>	<b>-</b>	<b>(300)</b>	<b>-</b>	<b>-</b>	<b>5,184</b>
<b>Total restricted funds</b>	<b>15,497</b>	<b>31,452</b>	<b>(30,937)</b>	<b>(399)</b>	<b>-</b>	<b>15,613</b>
<b>Unrestricted funds</b>						
<b>Designated reserves:</b>						
Living Planet Centre reserve	9,316	-	(497)	205	-	9,024
Fixed asset reserve	2,899	-	(277)	644	-	3,266
Capital expenditure reserve	933	-	-	-	-	933
Programmes reserve	3,114	4,322	(5,439)	-	-	1,997
Public awareness reserve	971	-	-	(935)	-	36
Wild Isles	-	-	-	1,400	-	1,400
Loan reserve	800	-	-	(800)	-	-
Investment reserve	2,595	-	-	138	-	2,733
<b>Designated reserves</b>	<b>20,628</b>	<b>4,322</b>	<b>(6,213)</b>	<b>652</b>	<b>-</b>	<b>19,389</b>
<b>Hedge reserve</b>	<b>116</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>87</b>	<b>203</b>
<b>General reserve</b>	<b>19,756</b>	<b>45,069</b>	<b>(41,087)</b>	<b>(253)</b>	<b>233</b>	<b>23,718</b>
<b>Total unrestricted funds</b>	<b>40,500</b>	<b>49,391</b>	<b>(47,300)</b>	<b>399</b>	<b>320</b>	<b>43,310</b>
<b>Total funds</b>	<b>61,223</b>	<b>80,843</b>	<b>(78,280)</b>	<b>-</b>	<b>388</b>	<b>64,174</b>

\* There are negative balances on the restricted funds for Sodexo carbon performance and sustainable meals (£3,000), Arctic (£7,000), Snow leopards (£215,000), Elephants (£372,000), Amur leopards (£213,000), Jaguars (£144,000), Penguins (£133,000), Pandas (£150,000), Mountain gorillas (£20,000) and Turtles (£95,000). 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 Willington 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. Living Planet Centre restricted donations have been used for the construction of the 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 £205,000 relates to capital replacements made during the year and additional VAT 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 £644,000 relates to capital investments made during 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 is reviewed at regular intervals.
- The programmatic reserve represents funds received from the players of People's Postcode Lottery (PPL) which had not been spent by the year end and which, while not restricted funds, the trustees have determined should be designated for specific programmes including East Africa Savannahs, the Amazon, and our Education and Youth work. It is planned that the carried forward amount will be fully spent during FY21. The fund balance at the beginning of the year also included funds from a major legacy which had been fully spent by the end of the year.
- The public awareness reserve represents funds designated for the production of the film *David Attenborough: A Life On Our Planet*, which commenced during the year ended 30 June 2018 and was released in September 2020. WWF-UK has underwritten the costs associated with the activity. The reduction in the reserve represents donations received.
- The Wild Isles reserve represents funds designated for a new television series venture with the BBC and RSPB due for release in 2023. WWF-UK has underwritten the costs associated with a share of the activity.
- 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 with repayments due in three equal instalments in July 2018, July 2019 and July 2020. The first instalment was received in July 2018 and the second in July 2019. The reserve has been reduced for the final payment received on 3 August 2020.
- 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.

## TRANSFER BETWEEN RESTRICTED AND UNRESTRICTED FUNDS

The funds in the public awareness project restricted fund have been spent as specified by the donors under this restriction. The fund has been transferred to unrestricted reserves as the expenditure was used on the creation of an unrestricted intangible fixed asset.

## CHARITY STATEMENT OF FINANCIAL ACTIVITIES

The total income of the charity in 2020 was £78.8m (2019: £64.9m) and total expenditure was £76.2m (2019: £68.2m).

## 22. ANALYSIS OF GROUP ASSETS AND LIABILITIES BETWEEN FUNDS

	Unrestricted funds	Restricted funds	Endowment funds	Total 2020	Total 2019
	£'000	£'000	£'000	£'000	£'000
Intangible fixed assets	2,903	-	-	2,903	2,455
Tangible fixed assets – Living Planet Centre	9,024	5,184	-	14,208	14,800
Tangible fixed assets – Other	363	-	-	363	444
Investments	18,219	-	5,251	23,470	22,528
Fixed assets	30,509	5,184	5,251	40,944	40,227
Current assets	23,345	10,429	-	33,774	30,285
Current liabilities	(10,544)	-	-	(10,544)	(9,289)
Net assets	43,310	15,613	5,251	64,174	61,223

## 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:

	2020 Land and buildings	2020 Plant and machinery	2019 Land and buildings	2019 Plant and machinery
	£'000	£'000	£'000	£'000
Payments due:				
within one year	221	10	172	9
within two to five years	393	10	378	-
Total	614	20	550	9

## 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 £13.5 million (2019: £11.0 million).

## 25. GIFTS IN KIND

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

	£'000
<b>Campaigning costs:</b>	
Poster advertising space donated and used to promote awareness of the WWF campaigns	119
Donation of internet search terms and social media advertising to generate public awareness and for testing fundraising media	135
	<u>254</u>
<b>Support costs:</b>	
Pro bono legal services provided in connection with various contracts	36
<b>Total gifts in kind received</b>	<u>290</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.

	2020 £'000	2019 £'000
<b>Due within:</b>		
1 year	9,880	12,981
2 years	2,389	4,695
3 years	1,252	520
4 years	1,234	-
5 years	632	-
	<u>15,387</u>	<u>18,196</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 overpayments up to the total value of receipts by WWF. The maximum possible liability arising from indemnities outstanding at the balance sheet date was £4,303,988 (2019: £4,277,528) with the maximum indemnity period being 12 years.



## 28. RELATED PARTY TRANSACTIONS

				2020	2019
3rd party organisation	WWF-UK officer	Position in 3rd party organisation	Transaction type	£'000	£'000
WWF International	Andrew Cahn, ex-chair of WWF-UK	Trustee	Income	599	587
	Dave Lewis, chair of WWF-UK	Trustee	Grant expenditure	5,007	4,288
			Other expenditure	72	37
			Loan outstanding	811	1,626
			Interest earned on loan	14	29
Tesco Stores	Dave Lewis, chair of WWF-UK	Chief executive officer	Income	563	2,400
			Debtor outstanding	563	1,380
University College London	Professor Georgina Mace, ex-trustee of WWF-UK	Professor	Other expenditure	167	24
University of Oxford	Professor Eleanor Milner-Gulland, trustee of WWF-UK	Professor	Grant expenditure	222	-
			Other expenditure	8	1
Royal Society	Professor Georgina Mace, ex-trustee of WWF-UK	Fellow	Other expenditure	14	-

Trustees and other related parties, including key management personnel, made donations to WWF-UK during the year totalling £4,572 (2019: £4,042).

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

	2020	2019
	£'000	£'000
<b>Intercompany balances</b>		
Amounts due from WWF-UK (World Wide Fund for Nature) Trading Limited	1,460	568
<b>Transactions with WWF-UK (World Wide Fund for Nature) Trading Limited</b>		
WWF-UK income received by the subsidiary	12	51
Subsidiary income received by WWF-UK	740	1,005
Payments made by WWF-UK on behalf of subsidiary	1,158	642
WWF-UK expenditure recharged to subsidiary	997	1,063
Subsidiary VAT paid by WWF-UK	255	615
Gift aid donation from subsidiary to WWF-UK	1,075	314

## 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 completion of the public awareness project. This is capitalised as an intangible fixed asset. The total outstanding committed expenditure is £409,760. This was due to be incurred during the year ended 30 June 2020, but the finalisation of the project was delayed due to Covid-19. The project is now due to be completed in September 2020, so 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:

	2020	2019
	£'000	£'000
Ticket value	13,490	3,378
Prize fund	(5,396)	(1,351)
Management fee	(3,777)	(946)
Net proceed received	4,317	1,081

### 33. PRIOR YEAR CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES

		Unrestricted funds	Restricted and endowment funds	Total 2019
	Notes	£'000	£'000	£'000
<b>Income and endowments from:</b>				
<b>Donations and legacies</b>				
Membership and donations from individuals		22,823	12,068	34,891
Corporate donations		1,006	6,109	7,115
Charitable trusts		323	2,305	2,628
Legacies		13,699	1,064	14,763
Gifts in kind		272	-	272
		38,123	21,546	59,669
<b>Charitable activities</b>				
Aid agencies and government grants	4	-	604	604
Corporate income		-	945	945
Income from non-governmental organisations		32	1,216	1,248
		32	2,765	2,797
<b>Other trading activities</b>				
Corporate income		107	1,191	1,298
Lottery promotions		1,081	-	1,081
Other trading income		390	150	540
		1,578	1,341	2,919
<b>Investments</b>	3	799	75	874
<b>Total income</b>		<b>40,532</b>	<b>25,727</b>	<b>66,259</b>
<b>Expenditure on:</b>				
<b>Raising funds</b>				
Costs of raising voluntary income		10,869	3,797	14,666
Investment management fees		135	41	176
<b>Total expenditure on raising funds</b>	6	<b>11,004</b>	<b>3,838</b>	<b>14,842</b>
<b>Reorganisation costs</b>	6	<b>182</b>	<b>-</b>	<b>182</b>
<b>Total expenditure on raising funds and reorganisation costs</b>		<b>11,186</b>	<b>3,838</b>	<b>15,024</b>
<b>Net income available for charitable activities</b>		<b>29,346</b>	<b>21,889</b>	<b>51,235</b>
<b>Charitable activities</b>				
Charitable activities	5,6	33,254	21,125	54,379
Gifts in kind		184	-	184
<b>Total expenditure on charitable activities</b>		<b>33,438</b>	<b>21,125</b>	<b>54,563</b>
<b>Total expenditure</b>		<b>44,624</b>	<b>24,963</b>	<b>69,587</b>
<b>Net (expenditure)/income before gains on investments</b>		<b>(4,092)</b>	<b>764</b>	<b>(3,328)</b>
Net gains on investments		647	200	847
<b>Net (expenditure)/income</b>		<b>(3,445)</b>	<b>964</b>	<b>(2,481)</b>
Transfers between funds		2,192	(2,192)	-
Fair value movements on cash flow hedges		44	-	44
<b>Net movement in funds</b>		<b>(1,209)</b>	<b>(1,228)</b>	<b>(2,437)</b>
Total funds brought forward	34	41,709	21,951	63,660
<b>Total funds carried forward</b>	34	<b>40,500</b>	<b>20,723</b>	<b>61,223</b>

### 34. PRIOR YEAR GROUP STATEMENT OF FUNDS

	At 1 July 2018	Income	Expenditure	Transfers between funds	Net gains/ (losses)	At 30 June 2019
	£'000	£'000	£'000	£'000	£'000	£'000
<b>Endowment funds</b>						
Kleinwort Endowment Fund	2,887	-	(23)	-	114	2,978
Willingdon Memorial Fund	2,180	-	(18)	-	86	2,248
<b>Total endowment funds</b>	<b>5,067</b>	<b>-</b>	<b>(41)</b>	<b>-</b>	<b>200</b>	<b>5,226</b>

<b>Restricted funds</b>						
<b>Project restricted funds</b>						
HSBC Water Programme	1,608	3,109	(3,115)	-	-	1,602
HSBC Textiles	374	381	(269)	-	-	486
Sky Ocean Rescue	1,544	2,019	(1,418)	-	-	2,145
Mondi environmental stewardship	-	794	(794)	-	-	-
DFID Forest Governance, Markets and Climate	-	584	(419)	-	-	165
Tesco sustainable food	-	530	(530)	-	-	-
Coca-Cola Freshwater Programme	153	444	(461)	-	-	136
Anne Reece Bhutan for Life	406	439	-	-	-	845
ABINBEV clean water	-	384	(384)	-	-	-
Trillion Trees	275	339	(339)	-	-	275
Public awareness project	612	1,306	274	(2,192)	-	-
Other project restricted, GAA and DFID	1,050	2,585	(2,125)	-	-	1,510

<b>Broadly restricted funds</b>						
Stewart Scotland Marine Legacy	162	-	(70)	-	-	92
Rimington Legacy Tigers	3,300	150	(930)	-	-	2,520
Arctic	(326)	718	(391)	-	-	1
Climate change*	(331)	448	(246)	-	-	(129)
Illegal Wildlife Trade	485	312	(360)	-	-	437
Tigers*	1,132	2,184	(3,324)	-	-	(8)
Snow leopards*	(160)	1,806	(1,859)	-	-	(213)
Elephants	(836)	1,035	(198)	-	-	1
Amur leopards*	(47)	795	(1,071)	-	-	(323)
Jaguars	561	716	(1,210)	-	-	67
Primates (orangutans)	247	589	(836)	-	-	-
Rhinos	157	564	(680)	-	-	41
Penguins	(174)	441	(257)	-	-	10
Mountain gorillas*	(87)	420	(405)	-	-	(72)
Pandas*	(194)	418	(393)	-	-	(169)
Endangered species	370	746	(1,116)	-	-	-
Other broadly restricted funds	861	1,147	(1,414)	-	-	594
Hosting costs (including staff costs)	(1)	324	(323)	-	-	-
<b>Total project and broadly restricted funds</b>	<b>11,141</b>	<b>25,727</b>	<b>(24,663)</b>	<b>(2,192)</b>	<b>-</b>	<b>10,013</b>

	At 1 July 2018	Income	Expenditure	Transfers between funds	Net gains/ (losses)	At 30 June 2019
<b>Living Planet Centre</b>						
Living Planet Centre Rufford	4,014	-	(176)	-	-	3,838
Living Planet Centre other	1,729	-	(83)	-	-	1,646
<b>Total Living Planet Centre funds</b>	<b>5,743</b>	<b>-</b>	<b>(259)</b>	<b>-</b>	<b>-</b>	<b>5,484</b>
<b>Total restricted funds</b>	<b>16,884</b>	<b>25,727</b>	<b>(24,922)</b>	<b>(2,192)</b>	<b>-</b>	<b>15,497</b>
<b>Unrestricted funds</b>						
<b>Designated reserves:</b>						
Living Planet Centre reserve	9,714	-	(434)	36	-	9,316
Fixed asset reserve	423	-	(158)	2,634	-	2,899
Capital expenditure reserve	933	-	-	-	-	933
Programmes reserve	6,661	1,081	(4,628)	-	-	3,114
Public awareness reserve	702	-	-	269	-	971
Loan reserve	1,600	-	-	(800)	-	800
Investment reserve	2,402	-	-	193	-	2,595
<b>Designated reserves</b>	<b>22,435</b>	<b>1,081</b>	<b>(5,220)</b>	<b>2,332</b>	<b>-</b>	<b>20,628</b>
<b>Hedge reserve</b>	<b>72</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>44</b>	<b>116</b>
<b>General reserve</b>	<b>19,202</b>	<b>39,451</b>	<b>(39,404)</b>	<b>(140)</b>	<b>647</b>	<b>19,756</b>
<b>Total unrestricted funds</b>	<b>41,709</b>	<b>40,532</b>	<b>(44,624)</b>	<b>2,192</b>	<b>691</b>	<b>40,500</b>
<b>Total funds</b>	<b>63,660</b>	<b>66,259</b>	<b>(69,587)</b>	<b>-</b>	<b>891</b>	<b>61,223</b>

\* There are negative balances on the restricted funds for Climate change (£129,000), Tigers, (£8,000), Snow leopards (£213,000), Amur leopards (£323,000), Mountain gorillas (£72,000) and Pandas (£169,000). 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	Restricted funds	Endowment funds	Total 2019
	£'000	£'000	£'000	£'000
Intangible fixed assets	2,455	-	-	2,455
Tangible fixed assets – Living Planet Centre	9,316	5,484	-	14,800
Tangible fixed assets – Other	444	-	-	444
Investments	17,302	-	5,226	22,528
Fixed assets	29,517	5,484	5,226	40,227
Current assets	20,272	10,013	-	30,285
Current liabilities	(9,289)	-	-	(9,289)
<b>Net assets</b>	<b>40,500</b>	<b>15,497</b>	<b>5,226</b>	<b>61,223</b>

# WWF-UK CORPORATE DIRECTORY

The information shown below is that pertaining between 1 July 2019 and 9 December 2020, the date of signing the accounts.

**President: HRH The Prince of Wales**

## TRUSTEES

Sir Andrew Cahn KCMG (Chair, retired June 2020)  
 Dave Lewis (Chair, appointed June 2020)  
 Jane Cotton (retired July 2019)  
 Ila Kasem (retired October 2020)  
 Sir Michael Dixon (retired June 2020)  
 Professor Georgina Mace (retired October 2019)  
 Mark Richardson  
 Professor Malcolm Press  
 Catherine Dugmore  
 Andrew Green  
 Professor Eleanor Milner-Gulland  
 Steve Morris  
 Justin Mundy  
 Stephen Hay (appointed October 2019)  
 Professor Jules Pretty (appointed October 2019)  
 Baroness Bryony Worthington (appointed March 2020)

## COMMITTEES

N  
 N  
 A, F  
 A  
 F, N  
 P  
 A, F, Inv  
 N  
 A, F, N, Inv  
 F  
 P  
 N  
 P  
 A, F, Inv  
 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)  
 Sir Andrew Cahn (Trustee Emeritus)

## INDEPENDENT MEMBERS AND EXTERNAL ADVISERS

Paul Ekins  
 Isabelle Durance  
 Farhana Yamin  
 Neil Burgess  
 Ruchi Tripathi  
 Mike Hoffmann  
 Laura Hobbs (appointed September 2019)

## COMMITTEES

P  
 P  
 P  
 P  
 P  
 P  
 Inv

---

**COMMITTEES**

(A) Audit Committee	Mark Richardson
(F) Finance and Business Committee	Catherine Dugmore
(N) Nominations and Remuneration Committee	Sir Andrew Cahn KCMG (resigned June 2020) Dave Lewis (appointed June 2020)
(P) Programme Committee	Eleanor Milner-Gulland
(Inv) Investment Sub-Committee	Catherine Dugmore

**CHAIR**

---

**THE EXECUTIVE GROUP/PRINCIPAL OFFICERS**

Chief executive	Tanya Steele
Executive director of operations and strategy	Catherine McDonald (appointed August 2020)
Executive director of people and culture	Andy Scully (interim appointed July 2019, resigned October 2019) Jane Drysdale (appointed September 2020)
Executive director of supporter income and engagement	Michael Dent
Executive director of science and conservation	Mike Barrett
Executive directors of advocacy and campaigns	Katie White & Kate Norgrove (both appointed September 2019)
Executive director of communications	Lisa Lee
Executive director of Our Planet	Colin Butfield

---

**COMPANY SECRETARY**

Andrew Napier (resigned July 2019)  
Laura Winn (appointed July 2019, resigned  
March 2020)  
Zoë Ballantyne (appointed March 2020)

---

**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**

Crowe U.K. LLP  
55 Ludgate Hill  
London EC4M 7JW

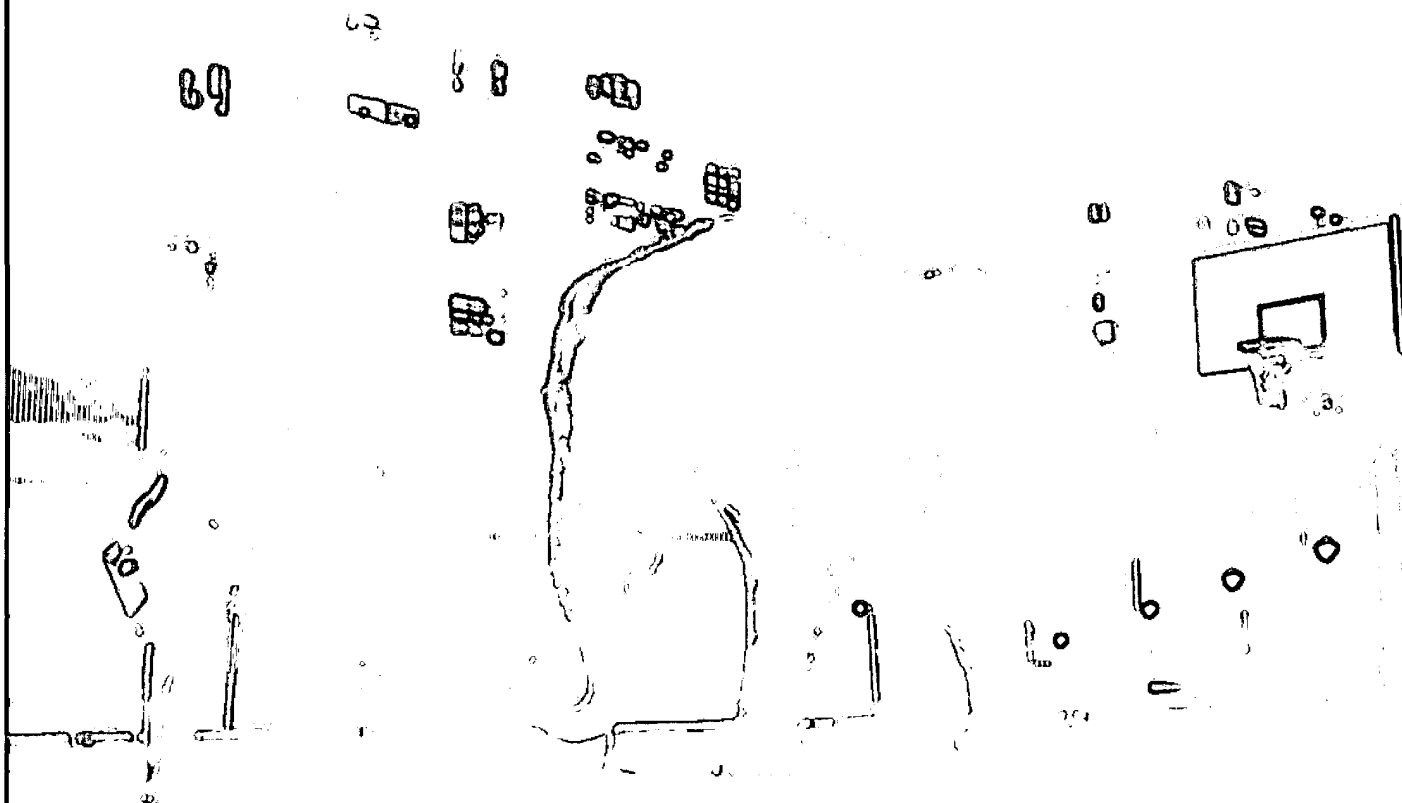
**Legal advisers**

Bates Wells  
10 Queen Street Place  
London EC4R 1BE

**Investment managers**

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

---



WE WOULD ALL BE LOST  
WITHOUT A HOME

FRONT COVER: © BRAD FLEET / NEWSPIX / BACK COVER: © UNCOMMON CREATIVE STUDIO / WWF-UK  
DESIGN BY MADE NOISE / EDITED BY GUY POWELL / ADDITIONAL TEXT BY HOLLY TOWNER

LET'S PROTECT THEIRS

Watch our new film at  
[www.wwf.org.uk/elephant-trail](http://www.wwf.org.uk/elephant-trail)



For a future where people and nature thrive [www.wwf.org.uk](http://www.wwf.org.uk)

© 1986 panda symbol and © "WWF" Registered Trademark of WWF. WWF-UK registered charity (1081247) and in Scotland (SC039593). A company limited by guarantee (4016725)