



WWF

ANNUAL
REVIEW

INT

2014



Front cover
A fisherman casts his net at a bream farm near Marseilles, France. WWF is working with the aquaculture industry to reduce its impact on aquatic ecosystems and wild species.
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WWF is one of the world’s largest and most experienced independent conservation organizations, with over 5 million supporters and a global network active in more than 100 countries.

WWF’s mission is to stop the degradation of the planet’s natural environment and to build a future in which humans live in harmony with nature, by conserving the world’s biological diversity, ensuring that the use of renewable natural resources is sustainable, and promoting the reduction of pollution and wasteful consumption.

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LOOKING BACK, LOOKING FORWARD

Welcome to WWF International's review of 2014.

When we look in this tiger's eyes, we see a challenge. Our *Living Planet Report 2014* revealed that global wildlife populations have declined by more than half in just 40 years, and demonstrated the unsustainable demands that human beings continue to make on nature. We can be in no doubt about the scale of the problems we face.

Yet when we look in this tiger's eyes, we see hope too. We recently received the news that the number of tigers in India has risen from 1,411 in 2006 to 2,226. It's proof of what can be achieved with real commitment and strong support for conservation.

We see signs of that commitment in many places – from governments and individuals, from big businesses and small communities, in the North and in the South. By working together, we can build a future where humans live in harmony with nature.



WELCOME FROM YOLANDA KAKABADSE

WWF's ability to rally our allies on behalf of the planet has never been more crucial, says the President of WWF International



© WWF / Richard Stonehouse

Yolanda Kakabadse
President
WWF International

To stop the degradation of the planet's natural environment and to build a future in which people live in harmony with nature: that is WWF's mission. And it is one that touches all areas of our lives. For the natural environment is ultimately the basis of our economic prosperity, our social progress and our personal well-being.

We are not alone in our mission, nor in our message. It is increasingly echoed by a wide range of voices, in many spheres and many sectors. By civil society organizations, scientists, communities and the millions of concerned global citizens who take part in Earth Hour. By village councils and UN bodies. By businesses, banks and economists.

All of these are potential allies as we grapple with the big planetary challenges – climate change first among them. This year we have been preparing the ground to help governments reach a global deal to tackle climate change, and I have been privileged to represent WWF and Latin American civil society in many discussions including the UN climate conference in Lima.

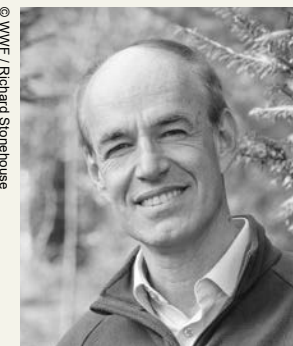
While world leaders have not yet committed to, much less taken, the action we need to protect the planet from dangerous levels of warming, the clamour for them to do so is growing louder – as witnessed during the September 2014 climate marches around the world, and of course in the continuing growth of Earth Hour. WWF's Seize Your Power campaign has also played a part, helping to spur divestment from dirty fossil fuels and investment into clean, abundant renewable energy.

Whether on climate and energy issues, or other big global challenges like protecting species and ecosystems, curbing unsustainable resource use and securing water supplies for all, we cannot achieve the change we need alone. But when we come together with others, anything is possible.

“When we come together with others, anything is possible.”

A MESSAGE FROM MARCO LAMBERTINI

WWF's Director General is passionate about the power of partnership



© WWF / Richard Stonehouse

“I am passionate about the power and potential of partnership. A better future is possible.”

Marco Lambertini
Director General
WWF International

This was my first year with WWF. I am proud to have joined an organization that plays such a crucial role in the world – an organization that is ready to take on the most serious challenges facing our planet, helping people, and working at every level from local to global to find practical solutions.

But I am aware, too, that I could hardly have joined WWF at a more challenging time. Despite WWF's many successes over the past half-century, the threats we face continue to grow in magnitude and urgency – climate change, biodiversity loss, the overexploitation of our oceans, the pressures on natural ecosystems and the resources they provide. And all this is happening at a time of rapid global change: from urbanization and population growth to the emergence of new economic superpowers and hundreds of millions of middle-class consumers. These new realities require new ways of thinking and acting.

The latest edition of WWF's *Living Planet Report* lays bare the challenges we face. The Living Planet Index, which measures more than 10,000 representative populations of mammals, birds, reptiles, amphibians and fish, fell by 51 per cent between 1970 and 2010: in other words, within just two human generations, global wildlife populations have declined by more than half. The Ecological Footprint, a measure of the demands we make on nature's resources, suggests that we are living as if there were no tomorrow: humanity as a whole uses the resources of 1.5 planets, with wealthier nations consuming considerably more.

The state of the planet is getting worse and the pressure on natural systems is growing, yes – but the response is also on the rise. While acknowledging the alarming trends highlighted in our *Living Planet Report*, we can also celebrate the hope provided by unprecedented awareness, mobilization, scientific understanding, innovation and commitment. The key challenge is to scale up our response and accelerate change. And for this one concept is key: working together.

This year's annual review highlights a handful of exciting solutions and emphasizes the power of working together, as a global network and with other partners, from local to global. Supporting the private sector to transform the way commodities are produced. Engaging with governments to craft Sustainable Development Goals that will deliver real benefits for the environment. Working with coastal fishing communities to look after their natural resources. Enabling millions of supporters to speak up for the natural world they love.

Collaboration is a common thread running through all these stories. I am passionate about the power and potential of partnership. This has been in WWF's DNA since our very foundation over 50 years ago as an international network.

A better future is possible – but we can only get there by working together. Join us.



Follow the
WWF International
Director General on
Twitter at
@WWF_DG

MOBILIZING MILLIONS

An oil company wants to drill in a national park. Elephants are butchered daily for their ivory. World leaders dither on climate change through the hottest year in human history.

It's easy for an individual to feel powerless. But when individuals come together in their hundreds, thousands and millions, they have the power to change things.

Last year, the oil company Soco committed to end its oil exploration operations in Virunga National Park as a result of an international campaign orchestrated by WWF. A year before, Thailand's Prime Minister pledged to ban ivory sales after 1.6 million people signed a WWF-initiated petition. Each year, Earth Hour sees communities, cities and companies across more than 160 countries taking climate action into their own hands.

But we've only just begun to scratch the surface of what we can achieve together.



Earth Hour in Bandung, Indonesia.





WWF has always been an organization that enables people who care about the world's wildlife and the state of the planet to make a difference. More than half our income is provided by almost 6 million supporters whose donations are essential to our conservation work. They are joined by those who support our cause in other ways – by joining campaigns, by engaging with us on social media, by talking to us and exchanging ideas. Their number is growing fast: around the network, close to 15 million people support us this way.

“Digital tools allow us to engage, interact and gain support in ways that would have been impossible a few years ago,” explains Sudhanshu “Suds” Sarronwala, who leads WWF International’s marketing and communications work. “It’s a two-way process. We listen to people to identify the issues that are important to them, wherever they are in the world. And we seek their support to drive things forward – whether through calling on governments to improve legislation, putting pressure on corporations, or encouraging people to make changes to their own behaviour.”

Suds points to the phenomenal success of Earth Hour as an example. The symbolic action of switching off the lights for an hour, which began in Sydney in 2007, has grown into the largest public participation event in history, with its impact felt way beyond the hour. “Earth Hour resonates with people because it’s about doing something in your immediate sphere of influence, but also knowing you’re part of something globally,” he says. “That’s empowering.”

Nehemiah Chong, a student at the National University of Singapore and a keen participant in Earth Hour, echoes the sentiment. “Earth Hour is a highly inclusive movement that enables each and every individual to effect some change in this world,” he says. “It has encouraged me to spread awareness of climate issues among my friends, and to take full advantage of my education to make a positive change in the future. Earth Hour gives me an avenue to contribute, however small that contribution may be.”

Those contributions add up. From individuals pledging to use public transport and energy-efficient lighting, to schools in Tanzania installing solar panels, a national coastal clean-up day in Chile and Kazakhstan planting 17 million trees, this year’s Earth Hour sparked collective action on a huge scale. It also offered hints of the potential for crowdsourcing and crowdfunding: hundreds of thousands of people shared ideas on sustainable urban living as part of the Earth Hour City Challenge, while people around the world contributed more than US\$60,000 to fund projects including fibreglass boats for fishing communities devastated by Typhoon Haiyan in the Philippines, biogas stoves in Nepal, and fighting wildlife crime in Southeast Asia.

Earth Hour also has led directly to changes in legislation. In 2014, for example, a campaign led by WWF-Galapagos resulted in a ban on plastic bags and disposable polystyrene packaging on the islands, helping to protect their unique wildlife from the threat of plastic debris.

“Traditionally if we wanted to change laws or policy we’d lobby politicians, have negotiations with the right people and so on,” says Suds. “Now in addition to that we can bring the power of the people into decision-making at the top of pyramid.”

“What’s unique about WWF is that we can connect people with ways they can make a difference,” says Suds. “We’re not just about campaigning and raising awareness. We’re putting our fingerprints on environmental policy documents, and we’re active on the front lines, with 2,000 conservation projects in operation at any one time. Very few global organizations have that kind of grassroots presence, and very few grassroots organizations have our network of partners.”

“I was luckier than my colleagues in the European Commission. I got precious support from a whole army of dedicated and knowledgeable people across Europe to defend the environment. WWF and their supporters were among the most active and constructive.”

Janez Potocnik
Former European
Environment Commissioner

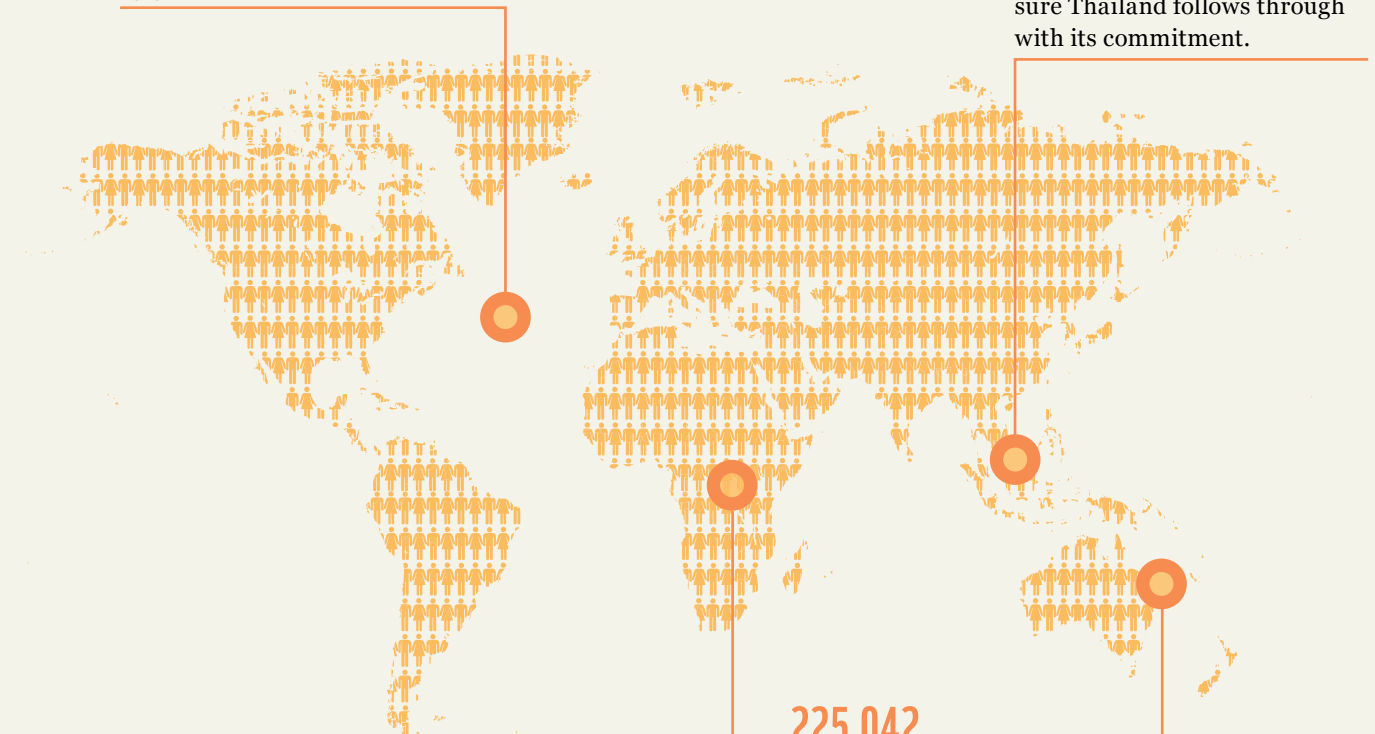
ADDING UP THE NUMBERS

162

countries and 7,000 cities took part in Earth Hour events in 2014. Earth Hour videos on YouTube and Youku (China) were viewed 13.3 million times.

1.6 MILLION

people signed a petition, organized by WWF and Avaaz, calling on Thailand to ban ivory sales. This was the culmination of our first global conservation campaign, against illegal wildlife trade. Now we need to keep up the pressure to make sure Thailand follows through with its commitment.



768,637

people told oil company Soco to keep out of Virunga National Park in the Democratic Republic of Congo (DRC) – and in June 2014, it agreed to halt oil exploration. Now we’re calling for all oil companies to stay out of Virunga and for the DRC government to cancel their permits.

225,042

people have signed up to show their support for the Great Barrier Reef, as part of our Fight for the Reef campaign with the Australian Marine Conservation Society. As a result, several mining companies and numerous investors have pulled out of controversial plans for major port expansion in the reef’s waters.

GETTING DOWN TO BUSINESS

Let's rewind 20 years. Business and conservation are effectively on opposing sides. Forests are plundered for timber and pulped for paper. Commercial fisheries are trashing marine ecosystems and pushing fish populations past the point of collapse. Corporations pay little attention to their energy and water use, and what it means for the wider world.

Today these problems haven't disappeared entirely – but increasingly, private sector companies want to be part of the solution. The power of market forces and influential corporate partners are helping protect ecosystems, conserve natural resources and make sustainability a reality.

So what changed? And what happens next?



FSC-certified logs in Cameroon.





“FSC’s voluntary standards have gone on to influence public policy and improve practices throughout the sector.”

Rod Taylor
Director of WWF’s
Global Forest Programme

Twenty years ago, WWF joined forces with a handful of businesses and NGOs to create a new sort of organization: the Forest Stewardship Council (FSC). At the time, customers had little way of knowing whether the furniture, paper or packaging they bought came from a well-managed forest, or was contributing to deforestation and human rights abuses. Today, you just need to look for the FSC’s “tick-tree” logo to feel confident that the forest where it originated is responsibly managed, crucial natural habitats and biodiversity are being conserved and workers are treated decently.

“FSC was our first attempt to create a voluntary standard to drive sustainability within a sector,” explains Rod Taylor, who leads WWF’s Global Forest Programme. Today over 180 million hectares of forest in 79 countries are FSC certified – but its impact goes even further. “FSC has shaped forestry way beyond the territories actually certified,” says Rod. “FSC’s voluntary standards have gone on to influence public policy and improve practices throughout the sector.”

A similar process has unfolded in the fishing industry. “Markets are no longer driven by policy, but vice versa,” says Alfred Schumm, Director of WWF’s Smart Fishing Initiative. “So we’ve learned to work with market forces. And the great thing about market forces is that they can act fast.”

In 1997, WWF worked with Unilever to set up the Marine Stewardship Council (MSC). As with FSC, when customers see the blue MSC label they know the seafood they’re buying comes from a fishery that’s been independently certified as sustainable. By 2014, almost half the whitefish sold globally was MSC certified. So was more than 10 per cent of tuna – up from just 2 per cent three years ago.

WWF offices around the world have worked with retailers and processors to build demand for MSC-certified seafood, which encourages the fishing industry to raise its game. For example, as part of a strategic partnership with WWF, the German supermarket EDEKA announced that it would be switching to 100 per cent MSC-certified seafood.

“Literally the next day fisheries were calling us to ask, ‘What do we have to do to keep supplying EDEKA?’” says Alfred. “And because of our local presence and expertise, we’re able to follow through and support them to become certified.”

In 2014, both FSC and MSC underwent something of a reboot. Over two decades, FSC has grown into a vast global organization. “The FSC is a democratic and diverse organization, but in trying to reach agreement on the many and varied concerns of its members, there’s a danger that we can drown in bureaucracy,” says Rod. “At this year’s General Assembly, it was agreed that FSC needed to focus on its core mission of protecting forests, working toward a set of key priorities rather than micro-managing. And motions were also passed that will make FSC much more effective in protecting both intact forest landscapes and the frontiers most at risk from deforestation.”

Meanwhile, WWF played a significant role in strengthening the MSC standard as part of a recent review. The updated standard now ensures better protection of vulnerable marine ecosystems such as coral reefs and sponge grounds, and officially excludes forced labour for the first time. “The MSC isn’t perfect, but we now believe we have a standard that meets the minimum level necessary to ensure fishing can continue sustainably,” says Alfred.

Building on the success of FSC and MSC, WWF has helped to launch similar schemes for other commodities that have a major impact on the natural world, including palm oil, soy, sugarcane, beef and farmed fish. The long-term goal is for these standards to become the industry norm: today’s best practices will be tomorrow’s business-as-usual.

“Markets are no longer driven by policy, but vice versa, so we’ve learned to work with market forces. And the great thing about market forces is that they can act fast.”

Alfred Schumm
Director of WWF’s
Smart Fishing Initiative

TRANSFORMING MARKETS

Our Market Transformation Initiative works with producers, suppliers, retailers and financiers to transform the way commodities are produced. It focuses especially on eight commodities that have major impacts on some of the most important places for conservation.



16% of global supply is certified as sustainable by the Roundtable on Sustainable Palm Oil.



468,131 hectares of soy were **certified by the Round Table on Responsible Soy** in 2014, three years after the first responsible soy entered the marketplace.



The Global Roundtable on Sustainable Beef is defining a **standard for sustainable beef**, with support from leading beef buyers such as McDonald’s.



185 million hectares of forest is certified as responsibly managed by FSC, contributing to 15% of global timber supply.



61% of all paper is now recycled or FSC certified.



11% of tuna is MSC certified. When WWF’s Market Transformation Initiative launched in 2009, none was.



Sustainable whitefish is close to becoming the market norm, with **46% MSC certified.**



The **first shrimp certified as sustainable** by the Aquaculture Stewardship Council hit the market in December 2014.



© WWF / James Morgan

Gerry Deguara at his sugarcane plantation in Queensland, Australia. Gerry is one of nearly 100 farmers taking part in Project Catalyst, supported by WWF and The Coca-Cola Foundation, which aims to reduce the impact of cane farming on the Great Barrier Reef.



35 MILLION HECTARES

WWF'S PARTNERSHIP
WITH IKEA HAS
CONTRIBUTED TO THE
FSC CERTIFICATION
OF OVER 35 MILLION
HECTARES OF FOREST –
THE SIZE OF GERMANY

CORPORATE PARTNERSHIPS

WWF works with businesses in a number of ways. These include joining platforms where we engage with a particular sector such as forestry, participating in initiatives that bring together a range of stakeholders around a common outcome such as sustainable palm oil, or engaging in strategic partnerships with specific companies.

“The challenges we face are too big, too complex to go it alone,” says Maria Boulos, WWF International’s Director of Corporate Relations. “Strategic partnerships with companies in the areas where they are most influential can be powerful forces for change. By working together with business we are better able to find and implement practical solutions and collaborate to bring about lasting market transformation, while learning from each other and inspiring others along the way.”

For example, WWF has been working in partnership with IKEA for more than a decade on issues such as responsible forest management. The partnership has contributed to the FSC certification of more than 35 million hectares of forest worldwide – an area the size of Germany – and led to significant improvements in forestry in China, Russia and Eastern Europe.

Anders Hildeman, IKEA Global Forestry Manager, explains how the organizations complement each other: “WWF has the networks, expertise and credibility, while we create the market pull that convinces suppliers that sustainability makes business sense for them.”

“A key principle of WWF’s partnerships with business is that we each bring in our particular expertise and competency so that together, we can achieve more than we would have separately,” says Maria. “With companies, we focus heavily on responsible stewardship of fresh water, on sustainable commodity production and consumption, and on business and policy solutions to climate change.”

One company taking a lead on water stewardship is H&M. The company’s partnership with WWF aims to raise awareness and improve responsible water use throughout the value chain and in key river basins such as the Yangtze in China. Work around Tian-e-zhou oxbow lake, home to critically endangered Yangtze finless porpoises, is a good example of what partners can achieve together. “We’ve seen first-hand the positive difference our partnership with WWF is making, and we believe this will inspire others to take action too,” says Elisabeth Swayze, Environmental Coordinator for H&M’s water strategy. “In a river basin, it’s all about working together.”

Transparency around who we work with is important to WWF. We publish a Global Corporate Partnerships Report on our largest partnerships internationally, and report on local/national partnerships on an office basis. Jointly, these tell the story of all our partnerships with companies, large or small.

Please see wwf.panda.org/business

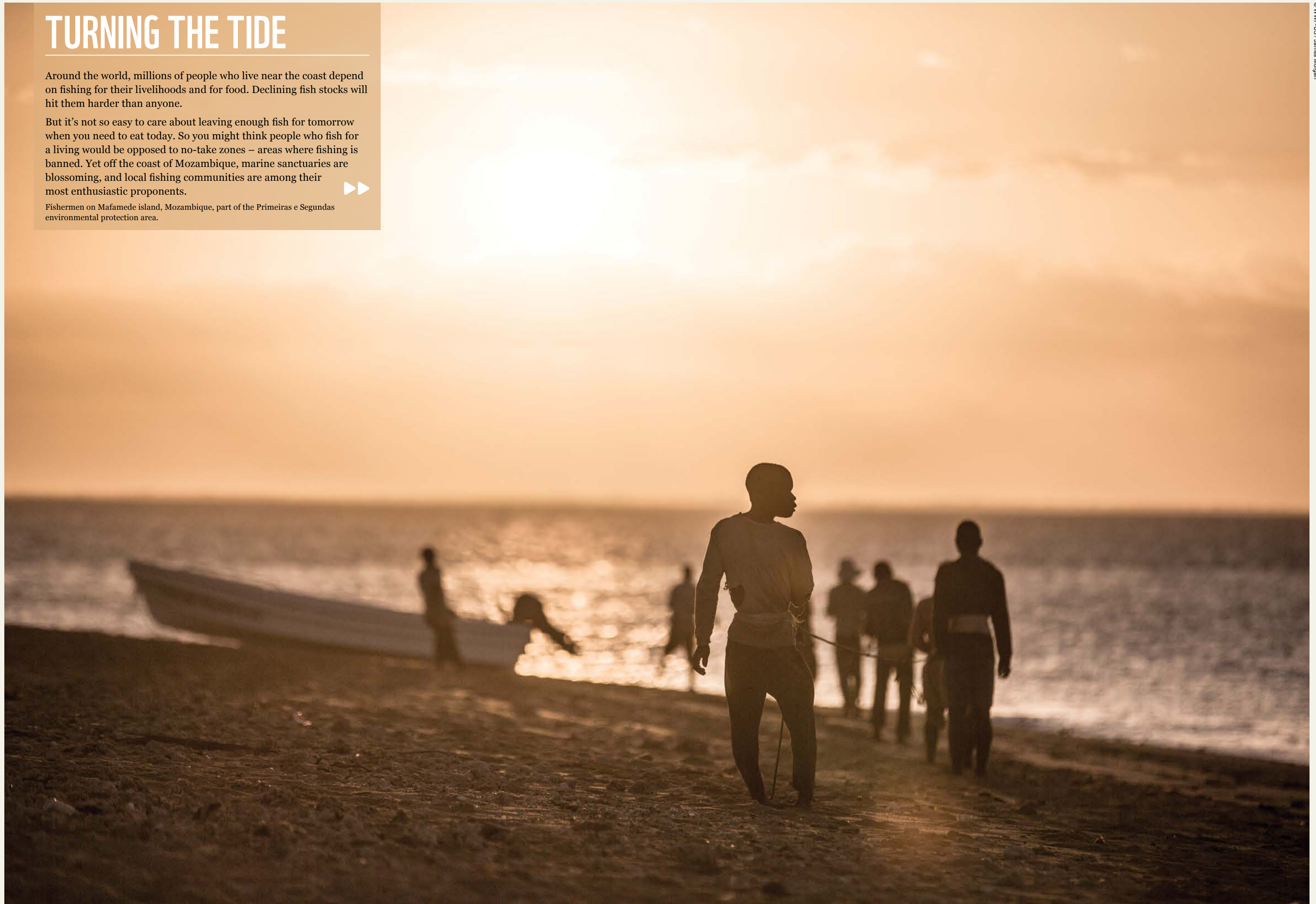
TURNING THE TIDE

Around the world, millions of people who live near the coast depend on fishing for their livelihoods and for food. Declining fish stocks will hit them harder than anyone.

But it's not so easy to care about leaving enough fish for tomorrow when you need to eat today. So you might think people who fish for a living would be opposed to no-take zones – areas where fishing is banned. Yet off the coast of Mozambique, marine sanctuaries are blossoming, and local fishing communities are among their most enthusiastic proponents.



Fishermen on Mafamede island, Mozambique, part of the Primeiras e Segundas environmental protection area.





Dino Francisco is only 23, but he's already the skipper of his vessel and a veteran fisherman. And already he talks wistfully of the old days.

"Today, the weather is changing, and we don't know what kind of catch to expect. When I was young, there were a lot more fish. I don't know why there are less fish now. In years past, even the fishermen netting off the beach were getting hundreds of different species of fish, but not anymore."

Dino, from Mafamede Island off the coast of Mozambique, is one of more than 12 million people worldwide who makes his living through small-scale artisanal fishing. Together, they account for around half of all the fish landed globally. In Mozambique, the proportion is even higher, with 85 per cent of seafood caught from small boats like Dino's.

But it's becoming harder to make a living. More people are fishing – in the nearby mainland town of Angoche, the number of fishers has increased from 10,000 to 13,500 in the last few years. The number and size of fish, however, are shrinking.

It's a pattern that plays out globally. Populations of marine species fell by 39 per cent between 1970 and 2010, according to the Living Planet Index. Latest figures suggest that 29 per cent of fish stocks are overfished, and a further 61 per cent are fully exploited, with no room for expansion.

These trends are deeply worrying – but they aren't irreversible. Quirimbas National Park, further up the coast in northern Mozambique, provides the proof. This marine protected area, which WWF was instrumental in establishing, is home to dugongs, sea turtles and 375 species of fish. Ten years ago, WWF biologists began working with local fishing communities and the park authorities to designate three no-take zones within the park, where fish would be left to breed and grow. It was part of a larger programme that gave local people more control over managing their waters and improving their fisheries.

"The local fishers were involved in setting up the sanctuaries from the very beginning," says WWF's Helena Motta, who oversaw the project for several years. "The idea of providing breeding and nursery areas where populations could recover made a lot of sense to them. But we needed to prove that the sanctuary was benefiting the fishery."

Local fishers were closely involved in monitoring the size of fish inside and outside the sanctuary. And as the months and seasons went by, they saw the evidence for themselves. The fish were bigger. There were more of them. There was a greater diversity of species, including the return of sharks. And they weren't staying put in the sanctuary, but spreading out into the surrounding fishing grounds.

"People became excited," says Helena. "This wasn't researchers coming in and telling people things, it was fishermen seeing it with their own eyes."

News spread. People from other parts of Mozambique came to see the effect of the sanctuaries and talk with local fishers. Many went away keen to establish similar no-take zones in their own areas, like the Primeiras e Segundas archipelago, where Dino's island is located. Primeiras e Segundas became Africa's largest marine protected area in 2012, following years of campaigning by WWF.



MARINE SANCTUARIES
= MORE FISH
= BIGGER FISH
= MORE VARIETY

"COMMUNITIES ARE THE GUARDIANS OF NATURAL RESOURCES, AND THE PEOPLE WHO ARE MOST DEPENDENT UPON THEM"

Across the WWF Network, around 230 people are involved with small-scale fisheries and aquaculture in developing countries. "We have an active community of practitioners from around the world sharing lessons and learning from each other," says Helena. "From Latin America to Fiji, to the Philippines, to East Africa, it's amazing to see how much we have in common."

Working with coastal communities, she believes, is crucial. "Communities are the guardians of natural resources, and the people who are most dependent upon them," she says. "If you don't involve them, you're wasting your time. They are the ones who are always going to be there. In the end, only they can guarantee that natural resources are managed sustainably."

SMALL FISHERIES, BIG POTENTIAL

WWF is working with small-scale fisheries around the world to secure sustainable livelihoods and conserve the aquatic ecosystems they depend on.

PERU

In 2014, WWF worked with Peruvian artisanal fishers to successfully lobby for a closed season for the national mahi-mahi fishery. Peru is one of the world's leading producers of mahi-mahi (also called dorado or dolphin fish), but stocks were being over-exploited. An annual closed season from May to September and better regulation will help the fishery recover.

MEDITERRANEAN

Small-scale fishers make up around four-fifths of the 90,000 vessels in the Mediterranean and Black Sea fishing fleets, but they rarely have a voice in fisheries policy and decision-making. In late 2013, WWF co-hosted a symposium in Malta for the region's small-scale fishers. Representatives from both sides of the Mediterranean pledged to work together to manage their resources more sustainably.

FIJI

At the World Parks Congress in November, Fiji announced plans to expand locally managed marine areas so that communities can decide how to use and look after their natural resources. The country also intends to protect nearly a third of its coastal waters.

PHILIPPINES

WWF has worked with partners including Swiss retailer Coop to support traditional pole-and-line tuna fishers in the Philippines. The project is supporting around 8,000 fishers on 2,200 wooden boats to supply European markets and get the fishery ready to apply for MSC certification for yellowfin tuna.



WINNING GOALS?

They read like a list of WWF demands. Protect and restore ecosystems, sustainably manage forests, combat desertification, halt biodiversity loss. Conserve and sustainably use the oceans. Ensure sustainable consumption and production. Take urgent action to combat climate change.

But these aren't internal goals or optimistic policy asks. They come straight from the 17 proposed United Nations Sustainable Development Goals, or SDGs. The product of two years of intense negotiation, the SDGs will shape the priorities, actions and investments of governments, development agencies and even the private sector over the next 15 years.

Could sustainable development – which meets today's needs without compromising tomorrow – finally become a reality? ▶▶

Sustainable development in practice: Margaret Wanjiru Mundia, a Kenyan farmer, has increased her yields and income through introducing better environmental practices.





It's more than 40 years since the UN first recognized the crucial importance of the environment to development. The 1972 Stockholm Declaration insisted that natural resources and wildlife must be safeguarded and the Earth's capacity to produce renewable resources maintained. Two decades later, the Rio Declaration stated that "Human beings... are entitled to a healthy and productive life in harmony with nature" and reasserted the need for sustainable development and environmental protection.

Fine words. But so far, governments have singularly failed to put them into practice. This year's *Living Planet Report* outlined two necessary conditions for successful sustainable development: a decent standard of living for all (as measured by the UN's inequality-adjusted Human Development Index), and an Ecological Footprint within levels that the planet can sustain. Not a single country ticked both boxes.

So can the SDGs finally set the world on a different course? Susan Brown, who leads WWF's global policy and advocacy work, is optimistic. "This is the first time there's been a global discussion of this intensity at this level concerning sustainable development and the environment," she says. "If ever it's going to work, it has to be now."

The SDGs will replace the Millennium Development Goals (MDGs), which expire in 2015. Though the MDGs haven't been fully achieved, they have played a significant role in galvanizing international action on key issues. The SDGs put the environment higher on the agenda than ever before: "We've had people who are generally not engaged on environmental issues discussing the minutiae of biodiversity, oceans, or the links between health and jobs and the environment," says Susan.

"The Millennium Development Goals meant a lot to Kenya. They inspired leaders to focus on and allocate resources to particular areas, resulting in some significant achievements. For example, a million more children turned up at school in one term because of the focus on free primary education. We expect the SDGs to be taken just as seriously. That offers opportunities for WWF on issues such as illegal wildlife trade, protection of forests and biodiversity. And because the environment is integrated across the goals, any investment programme – in health, infrastructure and so on – should generate wins for our priorities."

Innocent Maloba, Policy & Partnerships Officer, WWF-Kenya

Over the last two years, 70 countries have been responsible for drafting the goals. WWF has been deeply involved, advising government delegations and working closely with a wide range of other organizations to argue for strong targets that will make a real difference for people and nature.

"It's been an intense process, with negotiations taking place once or twice a month," says Susan. "We have an amazingly dedicated WWF team from around 50 offices and programmes working together to put content and ideas in front of negotiators. These regular briefings from WWF were highly sought-after and used consistently by diplomats."

It's no coincidence that the draft SDGs – which now need to be finalized by all 194 UN member states – reflect WWF's concerns so closely. "We've seen language coming out that comes entirely from WWF staff," says Susan. Of the 17 goals on the table, a number are specifically framed around environmental issues. And for other areas, such as health, poverty and economic growth, WWF helped make the links to ensure there are targets that integrate environmental issues and acknowledge that a healthy environment underpins economic and social development.

Once the final text is agreed in September 2015, every country in the world will have to publish an action plan, detailing how it will achieve the goals by 2030.

"Then it will be time to put words into action," Susan says.

SOME OF THE PROPOSED GOALS THAT ALL GOVERNMENTS ARE SET TO COMMIT TO:



Ensure **availability and sustainable management of water** and sanitation for all.



Ensure access to **affordable, reliable, sustainable and modern energy for all**.



Make cities and human settlements **inclusive, safe, resilient and sustainable**.



Ensure **sustainable consumption and production** patterns.



Take **urgent action to combat climate change** and its impacts.



Conserve and sustainably use the oceans, seas and marine resources for sustainable development.



Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and **halt biodiversity loss**.



© James Morgan / WWF-US

Devi, secretary of her local forest users' group in Bardia, Nepal, has been involved in conservation work with WWF for more than 12 years. From community groups to national governments and multinational corporations, collaboration is essential to WWF's work.

“The SDGs put much more pressure on how we actually achieve results in the field.”

Bruno Wenn
Chairman, DEG

PUBLIC SECTOR PARTNERSHIPS

“This is the first time the global development agenda is expected to place environmental sustainability on a par with socio-economic goals,” says Nessim Ahmad, Deputy Director of the General, Regional and Sustainable Development Department at the Asian Development Bank (ADB). “The SDGs articulate a new global development agenda that will be applicable to all countries, including the developed ones – a universal agenda to eradicate poverty and shift the world onto a sustainable development path.”

“There’s always been much talk on sustainability, but the SDGs will create an environment that calls for action – and not just from traditional development actors, but from all governments and the private sector,” adds Bruno Wenn, chairman of the German development bank DEG. “It’s about far more than agreeing to some standards and guidelines: the SDGs require us to report on what we are achieving, so we have to deliver. They put much more pressure on how we actually achieve results in the field.”

DEG and ADB are among nearly 40 public sector development institutions that already work in partnership with WWF. Tim Geer, Director of Public Sector Partnerships at WWF International, believes this experience of bringing conservation and development together will be crucial in the coming years. “Through our partnerships, we have extensive knowledge, experience and successful models to offer – from integrating the principles of sustainable development into country policies, to reversing the loss of environmental resources and reducing biodiversity loss,” he says. “The SDGs offer a huge opportunity to mobilize political will and large-scale finance to support our priorities.”

Our public sector partners

<u>Bilateral agencies</u>	<u>Multilateral agencies</u>
Australia – AusAID	African Development Bank – AfDB
Austria – ADA	Asian Development Bank – ADB
Canada – CIDA	European Investment Bank – EIB
Denmark – Danida	European Bank for Reconstruction and Development – EBRD
Finland – MoFA	European Commission – EuropeAid
France – AFD, FFEM	Global Environment Facility – GEF
Germany – BMZ, BMU, KfW, GIZ, DEG	Inter-American Development Bank – IADB
Japan – JICA	UN Development Programme – UNDP
Netherlands – DGIS	UN Environment Programme – UNEP
New Zealand – NZAid	The World Bank Group – IDA, IFC
Norway – Norad	
Sweden – Sida	
Switzerland – SDC, SECO	
United Kingdom – DFID, Defra	
United States of America – USAID, USDA, DOS, USFWS, NOAA	

ROAR OF SUPPORT

In a Spitsbergen snowstorm this polar bear may be feeling the cold, but 2014 was the warmest year globally since records began. The Arctic is warming twice as fast as the rest of the world – and the loss of polar ice is likely to accelerate global climate change.

Our Arctic Programme works to protect the unique ecosystems of the Arctic and help them adapt to the profound changes ahead. Meanwhile, our Global Climate and Energy Initiative is leading action on climate change to create a safe, resilient, low-carbon future.

They are two of our Global Initiatives – large-scale, long-term programmes that focus on the most important places for conservation and the most important environmental challenges. To fund these programmes, in 2010 we launched an appeal – the Campaign for a Living Planet – to raise US\$100 million in five years.

This year, a number of new partners joined the campaign, taking the total pledged to date to over US\$83 million. We're grateful to the generosity and commitment of everyone who has supported the campaign – and look forward to meeting our target during the coming year.



►►

OUR DONORS

The commitment and generosity of many partners make our work possible

From the individuals whose personal gifts are critical to advancing our work, to trusts and foundations funding large-scale conservation projects, WWF depends on the financial support of those who care about the planet. We're grateful to everyone whose support is helping us stop the degradation of the planet's natural environment and build a future in which people live in harmony with nature.

The **Campaign for a Living Planet**, which helps fund our priority programmes, continues to be the focus of our fundraising efforts. We aim to raise US\$100 million over five years to achieve the ambitious goals of these programmes and catalyse change on an even greater scale. By June 2014, pledges reached over US\$83 million, with several new partners joining the campaign. As ever, we are grateful to the chair of the Campaign for a Living Planet Steering Committee, **André Hoffmann**, for his inspiring leadership, and to other committee members for their commitment.

WWF International has four levels of partnership and engagement: the Honorary Circle, Conservation Leaders, Conservation Champions and Conservation Partners. We would like to thank and recognize all of our donors who have provided leadership and generous funding support for our conservation work.

Honorary Circle

We are grateful to the **Hoffmann family** who, through the **MAVA Foundation**, have generously supported our marine, climate, protected areas and freshwater programmes, specifically in the Mediterranean and West Africa, but also globally. New projects this year include sustainable power in the Greater Mekong and increasing Chinese companies' commitment to sustainable resource management in East Africa. MAVA also continues to support the **Luc Hoffmann Institute** and our Campaign for a Living Planet.

Miel de Botton provides ongoing support to our Campaign for a Living Planet Leadership Fund as well as WWF's oceans and marine work to secure sustainable marine futures in globally critical places and our global climate and policy work, with a particular focus on China.

For over 10 years, **Kristian Parker** and **Oak Foundation** have supported our efforts to reform the EU Common Fisheries Policy. Oak Foundation is also an important partner for our Arctic and Global Climate and Energy initiatives and is a critical funder of our successful campaign to keep oil exploration out of Virunga. Oak Foundation continues its long-standing commitment to our youth volunteer programme, Explore!

Through **Fondation Segré**, **Dr Claudio Segré** is supporting WWF and TRAFFIC's global action plan against poaching and illegal wildlife trade to enhance protection for threatened species, elevate the profile of wildlife crime at the highest levels and address demand reduction. Fondation Segré also supports our work to protect the biodiversity of Cameroon's Campo Ma'an National Park and our Smart Gear competition to inspire innovative fishing gear that reduces bycatch.

Pierrette Schlettwein supports WWF and TRAFFIC's work which aims to tackle poaching, stop illegal trafficking, reduce demand for wildlife products and secure a future for endangered species such as elephants, rhinos and tigers.

We are grateful to the **GoodPlanet Foundation** and the **ETC Terra Association** for their extended support of the holistic work carried out in Madagascar for the prevention of deforestation and forest degradation.

One Honorary Circle member who wishes to remain anonymous supports our Tigers Alive Initiative. Together we are making progress throughout the Terai Arc landscape in India and Nepal to protect the last remaining tiger refuges and double the number of wild tigers by 2022. Thanks to this generous support, we aim to create the largest connected tiger population in the world.

Another Honorary Circle member who prefers to remain anonymous has provided WWF with the core funding to develop and grow the Living Himalayas Initiative, to conserve the rich biodiversity and sensitive mountain landscapes across Bhutan, India and Nepal.

An Honorary Circle member who prefers to remain anonymous has provided WWF with funding for our species work and for the fight against illegal wildlife trade.

Conservation Leaders

Philippe Bertherat

Campaign for a Living Planet Leadership Fund

In honour of Mr André Coliac

Campaign for a Living Planet Leadership Fund

Sergi Ferrer-Salat

Campaign for a Living Planet Leadership Fund

Patrick and Valentine Firmenich

Global marine conservation work, in particular marine protected areas and marine turtles

F. Hoffmann-La Roche Ltd.

Campaign for a Living Planet Leadership Fund

Fondation Lombard Odier

Promotion of sustainable finance initiatives

Fondation Montagu

Protection of the blue whale and marine biodiversity in Chile

Fondation Philanthropia (Carlo Fund)

Global campaign to stop illegal wildlife trade and work to reduce demand for endangered species

The Prince Albert II of Monaco Foundation

Conservation of the Atlantic bluefin tuna; securing freshwater ecosystems in the Himalayas

Nomis Stiftung

The Luc Hoffmann Institute's LIVES project

Jaqui Safra

Species conservation and the illegal wildlife trade campaign

Fondation Salvia

Explore! youth volunteer programme

Anonymous donor

Renewable energy work in Madagascar

Stelios Philanthropic Foundation

Preservation of the Mediterranean monk seal and other Mediterranean biodiversity and habitat

Ursula Streit

Biodiversity conservation in Papua New Guinea's Kikori river basin

UEFA

Global campaign on renewable energy to help tackle climate change

Fondazione Zegna

Giant panda and habitat conservation in Qinling, China

Anne Reece

The Living Himalayas Initiative

Patrick and Valerie Degorce

The Coral Triangle Initiative

Anonymous donor

Adaptation to climate change

Conservation Champions	– Mohammed Al Naki	– HRH Prince Robert of Luxembourg
	– Audemars Piguet Foundation	– Maria Reig Moles
	– Lennart Blecher and family	– Patrick Odier
	– Kevin Click and family	– Christopher Parker
	– Robert de Balkany	– Carol Schlusser van Wijnen
	– Office Dekeyser and Associates	– Ashok Soota
	– Marion and Stephan Feldhaus	– Hans-Rüdi Spillmann
	– Sophie Firmenich	– G. H. Thyssen
	– The Hugh Symons Charitable Trust	– William B Walker
	– Alastair Keith	–Nick Harrison and Sarah Greaves
	– Stichting Gillès	– In honour of Neil Kallos
	– Yolanda Kakabadse	– The Waterloo Foundation
Conservation Partners	– Thérèse Blaton and LCEBE SA	– Manotel Hotel Group
	– Brown + Hudson	– Pierre-André Maus
	– Fondation de bienfaisance du groupe Pictet	– Dr Anton Musset
	– Quincy Hunsicker	– Michael Rudge
	– Gottlieb Keller	– Scobag Private Bank
	– Joerg Liebing	– The Iris Darnton Foundation
	– The family of Jade Peduzzi	– Von Duhn Stiftung
		– Victoria Park Charitable Trust
Thank you also to the members of The 1001: A Nature Trust for their loyalty and support, all other donors who support our Campaign for a Living Planet and all those who prefer to remain anonymous.		
Finally, we would like to thank all those who have pledged to support WWF through their will, leaving a legacy for future generations. A particular mention goes to Jorgen Ulrik Sand.		

Campaign for a Living Planet Steering Committee	Chair	
	André Hoffmann	
	Members	
	Philippe Bertherat	Kristian Parker
	Alejandra Moore Mayorga	Guillaume Taylor



A green turtle swimming off the Canary Islands. This year oil company Repsol abandoned plans to explore for oil in the area after more than 40,000 WWF supporters signed a petition.

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FINANCIALS

WWF International: Income and Expenditure two-year summary 2013 and 2014	Financial year*	2013 CHF'000	2014 CHF'000	2014 EUR'000**
	Operating income			
	WWF National Organizations ⁽ⁱ⁾	87,203	88,911	72,503
	Individuals ⁽ⁱ⁾	10,645	10,163	8,287
	Legacies and bequests	396	6	5
	Corporations ⁽ⁱ⁾	10,685	7,041	5,742
	Trusts and foundations ⁽ⁱ⁾	10,836	18,246	14,879
	Public sector	56,042	55,375	45,156
	Royalties ⁽ⁱ⁾	495	155	127
	Financial income – net	91	986	804
	Other	1,212	1,822	1,486
	Total	177,605	182,705	148,989
	Operating expenditure			
	Conservation programmes	134,760	142,194	115,954
	Conservation policy and awareness			
	– Conservation policy	8,538	9,778	7,973
	– Awareness	7,471	7,759	6,327
	Network services and people development	5,975	5,700	4,648
	Network fundraising capacity building	923	543	443
	Fundraising	5,281	5,205	4,244
	Finance and administration	6,478	6,478	5,283
	Fixed assets and depreciation	666	793	647
	Total	170,092	178,450	145,519
	Operating surplus	7,513	4,255	3,470
Non-operating items	Donations to endowment funds	69	0	0
	Surplus after non-operating items	7,582	4,255	3,470
	*Financial years cover the period 1 July to 30 June			
	**Average EUR exchange rate for the year: CHF 1.2263 = EUR 1			
Notes to the accounts	1. Joint fundraising – Fundraising income (individuals, royalties, etc.) which is raised jointly with a National Organization is recorded as income from National Organizations.			

WWF International: Balance Sheet two-year summary 2013 and 2014	Financial year*	2013 CHF'000	2014 CHF'000	2014 EUR'000**
	Assets			
	Current assets			
	– Cash	65,790	68,335	56,220
	– Short-term bank deposits	1,045	2,022	1,663
	– Marketable securities ⁽ⁱ⁾	14,943	16,228	13,351
	– Recoverable taxes and other items	7,101	6,296	5,180
	Long-term assets			
	– Long-term receivables	0	592	487
	– Fixed assets ⁽²⁾	9,473	9,165	7,540
	Total	98,352	102,638	84,441
	Liabilities and funds			
	Current liabilities			
	– Accounts payable & accrued expenses	17,973	20,671	17,006
	– Mortgage payable ⁽³⁾	0	1,620	1,333
	Long-term liabilities			
	– Mortgage payable ⁽³⁾	1,660	0	0
	– Other long-term liabilities	0	100	82
	Operating funds ⁽⁴⁾	58,933	60,310	49,618
	Endowment and other reserves ⁽⁵⁾	19,786	19,937	16,402
	Total	98,352	102,638	84,441
	*Financial years cover the period 1 July to 30 June			
	**Exchange rate CHF 1.2155 = EUR 1, as at 30 June 2014			

Notes to the accounts

1. Marketable securities – Marketable securities are shown at market value.

2. Fixed assets – Fixed asset purchases of land, buildings, building renovation, building equipment, software and IT equipment by WWF International Secretariat exceeding CHF50,000 are capitalized and depreciated as appropriate.

3. Mortgage payable – Mortgage payable refers to the bank loan for the purchase and renovation of an office building in Gland, Switzerland, to be reimbursed on 13 October 2014.

4. Operating funds – Operating funds are those funds available for expenditure on conservation, awareness and public policy, National Organization support, direct fundraising, administration and finance, and fixed asset expenditure.

5. Endowment and other reserves – Includes *The 1001: A Nature Trust*, a trust fund built up through individual membership contributions; the *Sigvaldason Fund*, a legacy from the late Mrs Gerda Sigvaldason; the *Endowment Fund* built up primarily from the proceeds of the WWF 25th Anniversary Coin Collection programme; the *Prince Bernhard Scholarship Fund for Nature Conservation*, the income from which will be used to achieve conservation worldwide, including to help build conservation capacity, and provide training and scholarships; and statutory capital of CHF20,000, representing the initial capital of WWF.

Audited financial statements
are available on request

WWF Network: Income and Expenditure* two-year summary 2013 and 2014

Financial year**	2013 EUR'000	2014 EUR'000
Operating income		
Individuals		
– Individuals ⁽¹⁾	299,425	301,277
– Legacies and bequests	64,654	57,646
Other donated income		
– Corporations	65,340	54,124
– Trusts and foundations	41,280	48,564
– Public sector	113,676	120,878
– Others	13,427	13,881
Earned income		
– Royalties	20,220	17,850
– Financial income – net	32,680	39,543
– Trading net income	2,882	2,847
Total	653,584	656,610
Operating expenditure		
Conservation		
– Programme ⁽²⁾	320,600	337,072
– Conservation policy	32,725	33,822
– Education	20,435	16,981
– Awareness	73,174	72,369
– TRAFFIC ⁽³⁾	4,598	3,349
Fundraising	105,095	106,055
Finance and administration	57,478	58,065
Total	614,105	627,713
Surplus to support current and future projects	39,479	28,897

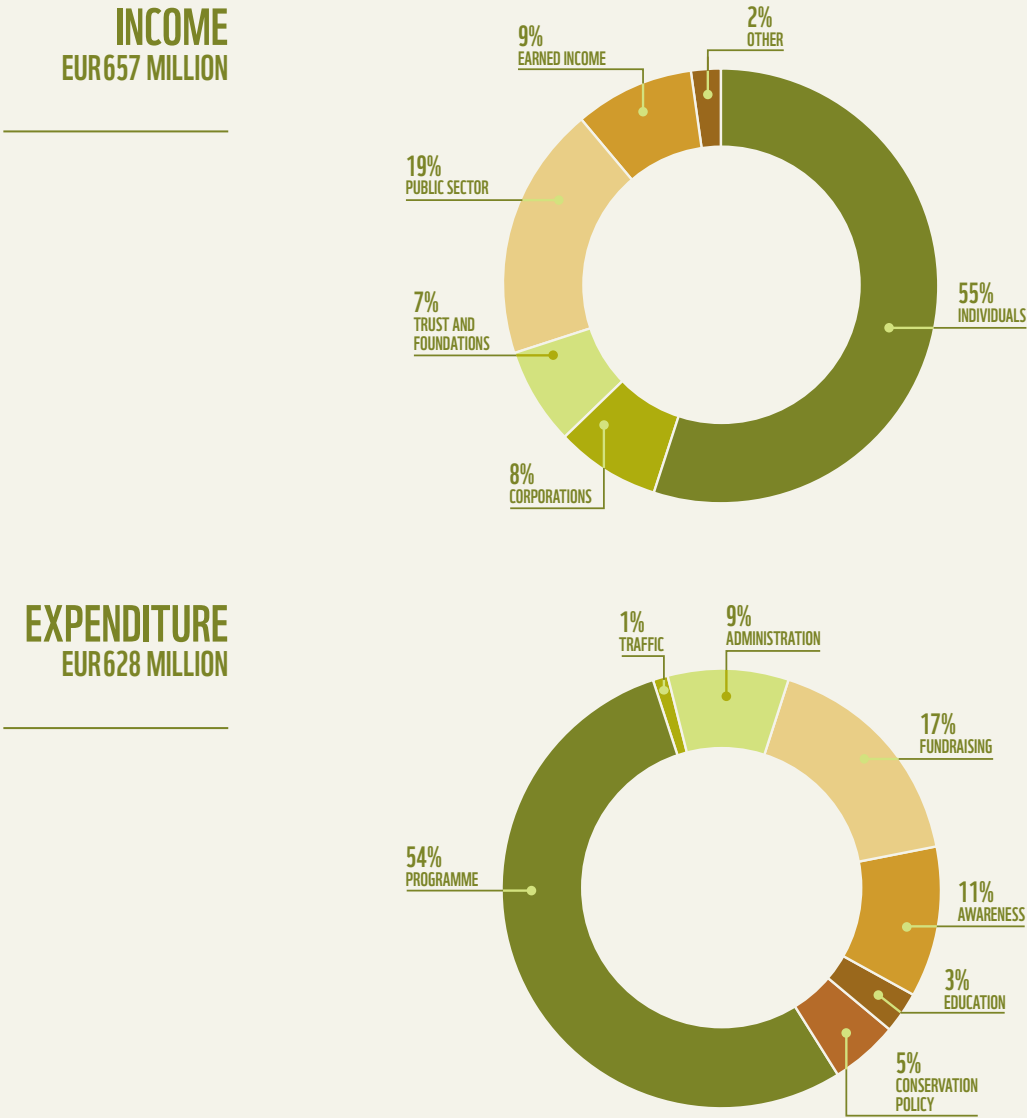
*The figures given show total WWF Network income and expenditure but do not represent consolidated accounts. The network includes WWF International and its Programme Offices, and all the WWF National Organizations and their Programme Offices.

**Financial years cover the period 1 July to 30 June for WWF International and all National Organizations except: WWF-India (1 April to 31 March); WWF-Hungary, WWF-Italy, WWF-Norway, WWF-Spain and WWF-Turkey (1 January to 31 December, preceding year).

Notes to the accounts

1. **Individuals** – Monies received from WWF individual supporters, including regular membership dues and fundraising activities.
2. **Programme** – Costs of WWF Network global conservation programme.
3. **TRAFFIC** – The TRAFFIC (Trade Record Analysis of Flora and Fauna In Commerce) network is the world's largest wildlife trade monitoring programme and is a joint programme of WWF and IUCN – The World Conservation Union.

WWF Network: Income and Expenditure 2014



WWF International

Income increased by 3 per cent, mainly due to an increase in income from trusts and foundations (up 68 per cent), offset by a decrease in income from corporations (down 34 per cent). Expenditure increased by 5 per cent, mainly due to increased spending in conservation programmes (up 6 per cent) and conservation policy (up 15 per cent).

WWF Network

Total WWF Network income was stable overall, with a slight increase of EUR3 million to EUR657 million. Expenditure grew by 2 per cent (EUR14 million), mainly due to increased spending in conservation programmes (up 5 per cent).

The resulting surplus of EUR29 million will be used to fund our ongoing projects and programmes, and help us to reach our conservation targets.

Peter Dickinson, Director of Finance and Administration, WWF International

NOT IN PAIN, BUT IN PERIL

A black rhino is tranquilized in Hluhluwe-iMfolozi Park, South Africa, before being moved to a new protected area. Introducing rhinos into new areas – or translocation – has proven to be a successful way of increasing their numbers. It expands their range and enables new populations to be established, reduces inbreeding, and allows rhinos to be removed from places where they are vulnerable to poaching and habitat loss.

Thanks to approaches like this, WWF and partners have helped to bring rhinos back from the brink. Over the last two decades, their numbers have been growing steadily at around 5 per cent a year. But this success is in jeopardy with the alarming increase in rhino poaching over the last few years. In 2014, South Africa lost more rhinos than ever before, at a rate of more than four per day.

Building on the momentum generated by our illegal wildlife trade campaign, we're working with many partners to step up our efforts to conserve rhinos on the ground, stop poaching, and stamp out the demand that drives it.



WWF INTERNATIONAL DIRECTORS*

*As at March 2015

Director General	Dr Marco Lambertini	
Director General's Office	Dr Christopher Hails	– Network Relations
	Ms Pascale Moehrle	– Executive Affairs
Conservation	Mr Deon Nel	– Acting Executive Director
	Mr Zach Abraham	– Global Campaigns
	Ms Susan Brown	– Global and Regional Policy
	Dr Carlos Drews	– Species
	Dr Timothy Geer	– Public Sector Partnerships
	Dr Lifeng Li	– Freshwater
	Mr Tony Long	– European Policy Office
	Dr Peter James Stephenson	– Conservation Strategy and Performance
	Mr John Tanzer	– Marine
	Mr Rodney Taylor	– Forests
Regions	Mr Frederick Kumah	– Africa
Communications and Marketing	Mr Sudhanshu Sarronwala	– Executive Director
	Ms Winnie De'Ath	– Brand Communications
	Mr David Flack	– Earth Hour, Executive Director
Operations	Ms Judy Slatyer	– Chief Operating Officer
	Ms Tiffany Becker	– International Operations, Support and Development
	Mr Pratik Bhatnagar	– Performance and Evolution
	Ms Maria Boulos	– Corporate Relations
	Mr Peter Dickinson	– Finance and Administration
	Ms Linda Humphrey	– Global Information Communication Technology
	Ms Shivani Wadhwa	– People and Organization Development
Development	Ms Carol Monoyios	– Development
	Mr Jean-Paul Paddack	– International Business Development
Luc Hoffmann Institute	Dr Joshua Tewksbury	– Director
Legal	Mr Michael Rogers OBE	– Legal Advisor
	Ms Ayse Prager	– General Counsel

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*As at March 2015

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Vice-President

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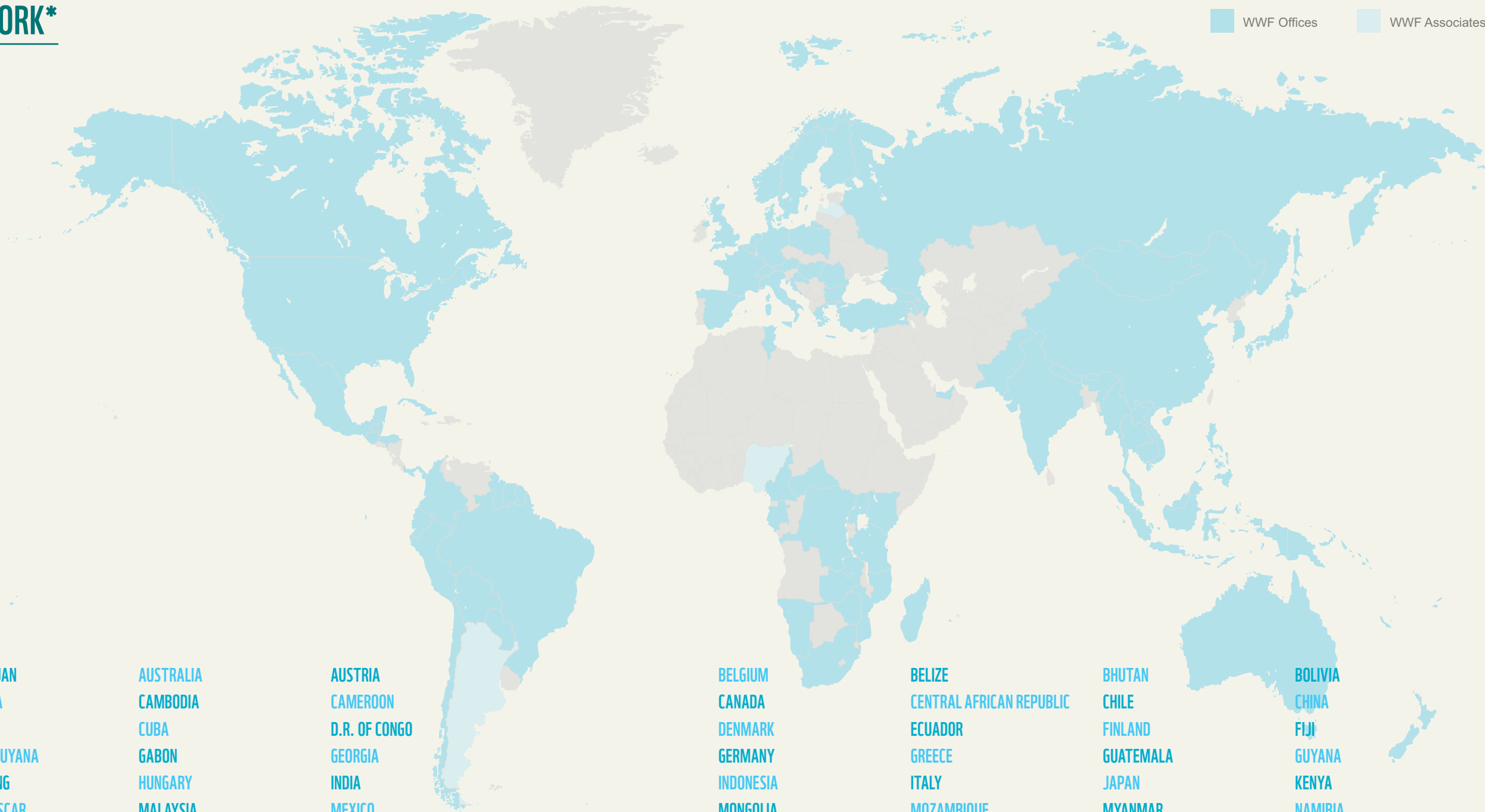
S. Babar Ali (Pakistan)

Dr Luc Hoffmann (Switzerland)

The Hon. Mrs Sara Morrison (United Kingdom)

THE WWF NETWORK*

WWF Offices WWF Associates



WWF OFFICES

- | | | | |
|--------------|---------------|----------------------|-------------------------|
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| BRAZIL | BULGARIA | CAMBODIA | CAMEROON |
| COLOMBIA | CROATIA | CUBA | D.R. OF CONGO |
| FRANCE | FRENCH GUYANA | GABON | GEORGIA |
| HONDURAS | HONG KONG | HUNGARY | INDIA |
| LAOS | MADAGASCAR | MALAYSIA | MEXICO |
| NEPAL | NETHERLANDS | NEW ZEALAND | NORWAY |
| PERU | PHILIPPINES | POLAND | REPUBLIC OF SOUTH KOREA |
| SOUTH AFRICA | SPAIN | SURINAME | SWEDEN |
| TURKEY | UGANDA | UNITED ARAB EMIRATES | UNITED KINGDOM |

- | | | | |
|--------------------------|--------------------------|------------------|-----------------|
| BELGIUM | BELIZE | BHUTAN | BOLIVIA |
| CANADA | CENTRAL AFRICAN REPUBLIC | CHILE | CHINA |
| DENMARK | ECUADOR | FINLAND | FIJI |
| GERMANY | GREECE | GUATEMALA | GUYANA |
| INDONESIA | ITALY | JAPAN | KENYA |
| MONGOLIA | MOZAMBIQUE | MYANMAR | NAMIBIA |
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| SWITZERLAND | TANZANIA | THAILAND | TUNISIA |
| UNITED STATES OF AMERICA | VIETNAM | ZAMBIA | ZIMBABWE |

WWF ASSOCIATES

- | | | |
|--------------------------------------|-------------------------------|--|
| FUNDACIÓN VIDA SILVESTRE (ARGENTINA) | PASAULES DABAS FONDS (LATVIA) | NIGERIAN CONSERVATION FOUNDATION (NIGERIA) |
|--------------------------------------|-------------------------------|--|

*As at March 2015

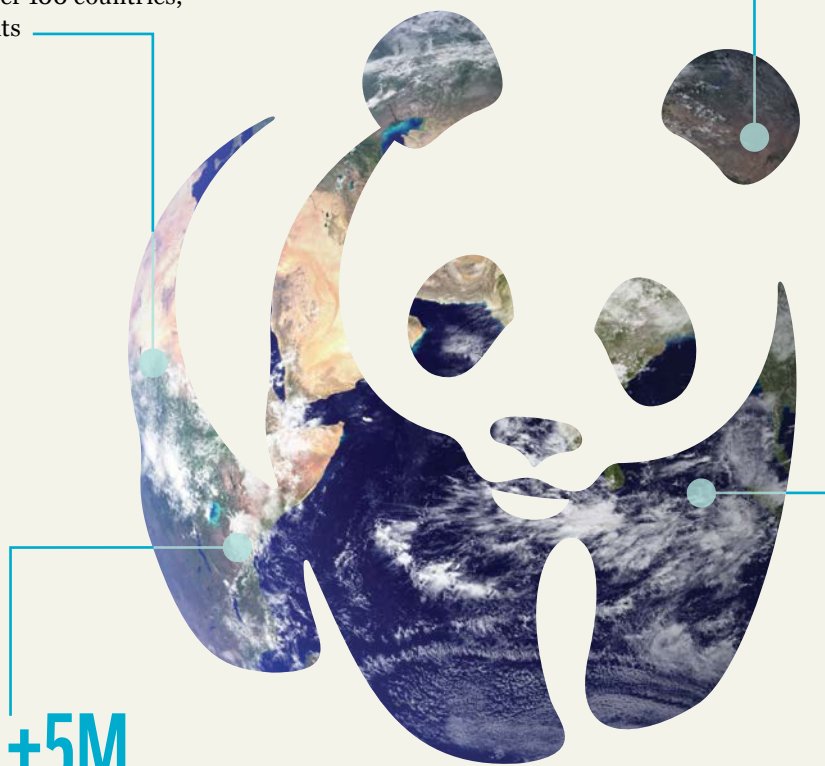
WWF in numbers

1961

WWF was founded in 1961

+100

WWF is in over 100 countries,
on 6 continents



+5M

WWF has over 5 million
supporters

+16M

WWF has over
16 million followers
on Facebook, Twitter
and Google+

100%
RECYCLED



Why we are here

To stop the degradation of the planet's natural environment and
to build a future in which humans live in harmony with nature.

panda.org

