

WWF-UK ANNUAL REPORT AND FINANCIAL STATEMENTS 2018-19



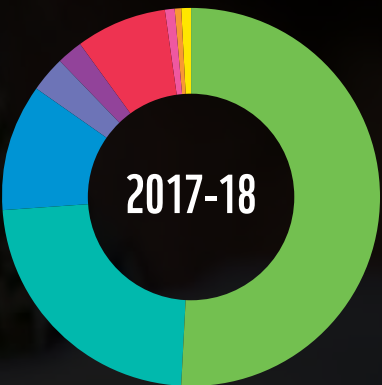
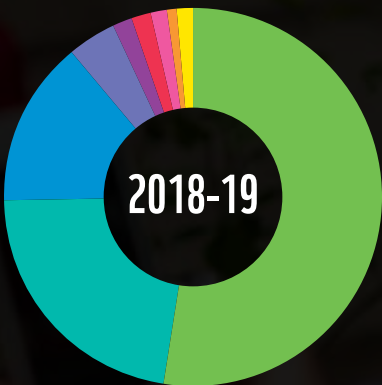
FOR
YOUR
WORLD



In June we created an iconic British phone box which we decorated with native plants. It attracted hundreds of people from across the UK to record messages telling our leaders why they must tackle the nature and climate emergency. It was a popular feature at The Time Is Now – the biggest ever environmental lobby of Parliament.

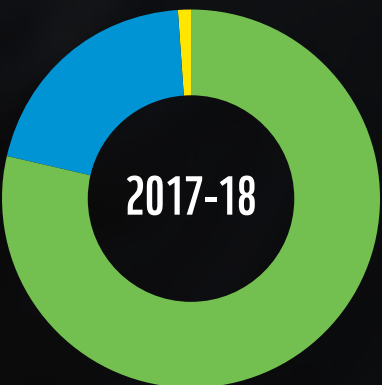
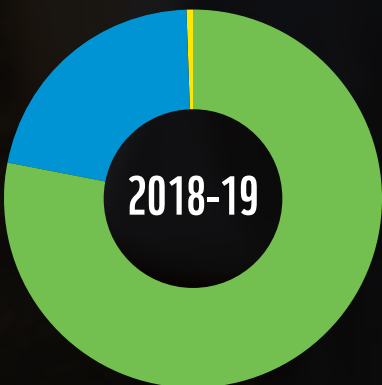
RAISING SUPPORT

Here's a quick summary of our income and expenditure for the year ending 30 June 2019, along with equivalent figures for the previous year. You can find more detail in our Financial Statements on page 44.



INCOME

	2018-19	2017-18
MEMBERSHIP AND DONATIONS	£34.9M	£34.5M
LEGACIES	£14.8M	£15.5M
CORPORATE DONATIONS AND SPONSORSHIPS	£9.4M	£7.4M
CHARITABLE TRUSTS	£2.6M	£2.0M
WWF NETWORK AND OTHER CHARITIES	£1.2M	£1.5M
LOTTERY PROMOTIONS	£1.1M	£5.2M
INVESTMENT INCOME	£0.9M	£0.7M
AID AGENCIES AND GOVERNMENT GRANTS	£0.6M	£0.3M
OTHER	£0.8M	£0.5M
TOTAL	£66.3M	£67.6M



EXPENDITURE

	2018-19	2017-18
CHARITABLE ACTIVITIES	£54.5M	£49.1M
COST OF RAISING FUNDS	£14.9M	£12.7M
OTHER	£0.2M	£0.5M
TOTAL	£69.6M	£62.3M

*The 2017-18 figures were restated to reflect our new strategy

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In a dramatic sequence from the Our Planet series, ice collapses from the face of the Store glacier in north-west Greenland. The series – our four year-collaboration with Netflix and Silverback Films – launched in April. It has already been watched by an audience likely to be in excess of 100 million people and has won two Emmy awards. Turn to page 18 to read how it's given us a global platform to engage governments, businesses and the public with the urgent need to address the climate and nature emergency.

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WWF IN BRIEF

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

OUR CALENDAR OF SUCCESSES

AUGUST 2018

RESTORING FORESTS IN TANZANIA

Through our Trillion Trees partnership, we supported the Tanzanian government's vital commitment to restore 5.2 million hectares of forest landscapes. This will boost chances of meeting an ambitious goal to restore 100 million hectares of degraded and deforested land in Africa by 2030, while helping to improve livelihoods, maintain habitats and boost agricultural productivity.



© GAUDENSIA KALAMU / WWF-TANZANIA



© NATURE PICTURE CO. / ANDY ROUSE / WWF

NOVEMBER

CELEBRATING MOUNTAIN GORILLA RECLASSIFICATION

Thanks to long-term conservation efforts by us and sustained effort from government, civil society and the private sector, and following the earlier announcement that numbers of wild mountain gorillas had increased to more than 1,000, this iconic subspecies was moved from 'critically endangered' to 'endangered' on the IUCN Red List of Threatened Species.



© EMMANUEL RONDEAU / WWF-US

SEPTEMBER

RECOVERING TIGER POPULATIONS IN NEPAL

Wild tiger numbers in Nepal have almost doubled in the last decade, according to the national survey we supported. Tiger population estimates in the country rose from 121 in 2009 to 235, meaning Nepal could become the first country to double its wild tiger population since the ambitious goal was set to double global numbers of wild tigers by 2022, thanks in part to our long history of conservation work here. The news raises hope for the recovery of these endangered big cats.

DECEMBER

STRENGTHENING UK ENVIRONMENTAL POLICY

Tens of thousands of WWF supporters were among 176,746 responders to a consultation on the UK government's draft Environment Bill – the first such Westminster bill for 20 years. Respondents called for strong laws in support of measures we've been campaigning to see in the bill, including commitments to reverse the loss of UK nature.



© ANDREW PARKINSON / WWF-UK

OCTOBER

LAUNCHING OUR LIVING PLANET REPORT

We launched our latest Living Planet Report – the bedrock of our science on the state of the natural world. The large volume of media coverage around the report featured our bolder messaging that we are the first generation to know we are destroying the world, and the last that can do anything about it. It's helped us enter the public consciousness at a scale the environmental movement hasn't managed before.



© GLOBAL WARMING IMAGES / WWF



© WORLD ECONOMIC FORUM / SIKARIN FON THANACHAIYAR

JANUARY 2019

BUILDING MOMENTUM FOR A NEW DEAL FOR NATURE AND PEOPLE

Our ambassador Sir David Attenborough joined HRH the Duke of Cambridge for our high-profile event at the World Economic Forum in Davos to discuss the world's most pressing environmental challenges. This helped us land our message to business and political leaders about the urgent need to restore nature.

FEBRUARY REACHING OUT TO NEW AUDIENCES

Four months after we launched our Fight for Your World campaign, our Instagram channel grew by an additional 100,000 followers. The results demonstrate that we're successfully engaging with new audiences to share environmental problems and solutions – and the reasons to Fight For Your World.



© WWF-UK



© NATUREPL.COM / ALEX MUSTARD / WWF

MAY SECURING GREATER PROTECTION FOR OUR SEAS

Thanks in part to years of WWF marine policy and advocacy work, the UK government designated 41 new marine conservation zones covering 12,000 sq km of marine habitat. Nearly 30% of UK seas are now officially protected, which helps to safeguard areas for dolphins, whales and countless other marine species.



© DAVID BEBBER / WWF-UK

MARCH DEFENDING PROTECTED AREAS IN BRAZIL

WWF successfully challenged an attempt by the Brazilian presidency to reduce the size of three protected areas in Brazil: two in the Cerrado and one in the Atlantic Forest. Thanks to our advocacy, the measure was rejected by a majority in the Brazilian congress, helping to protect valuable habitats for vulnerable species such as jaguars, giant anteaters and hyacinth macaws.

JUNE MAKING YOUR VOICES HEARD

We were a leading member in the coalition of more than 100 organisations who organised the biggest mass lobby for nature and climate ever seen in the UK. Some 4,800 WWF supporters signed up to join the lobby in Westminster. Around 12,000 people descended on Westminster to meet 381 MPs and tell them #TheTimeIsNow for action to tackle the climate and nature crisis.



© CHRIS RATCLIFFE / WWF-UK

APRIL CELEBRATING OUR FANTASTIC SUPPORTERS

Team Panda runner Kate Carter set a new world record at the London Marathon for the fastest marathon by a woman in a full body costume. Kate completed the marathon in 3 hours and 48 minutes. Our huge thanks to all of Team Panda, who collectively raised more than £34,000 during the year to support our work around the world.



© PRUZSINA KOZMA / WWF-UK



© GREG ARMFIELD / WWF-UK

JUNE CONNECTING YOUNG PEOPLE WITH NATURE

As part of our work around the Our Planet series, we collaborated on an exciting app to engage young people with the challenges facing our natural world. The app – Seek by iNaturalist – uses the latest image recognition technology so users can instantly identify plants and wildlife. They can take part in challenges to find certain species. And they're contributing to citizen science when they share what they find.

A MESSAGE FROM OUR CHAIR

Over the last two years, walking from Bath to Berwick-on-Tweed, I have seen the glories of our countryside – from kingfishers, badgers and a wild bees' nest to clear flowing rivers and water meadows. But that was only half the story: the other half was seeing the damage we are still wreaking on our nature. I write this, my last chair's message, half in hope and half in fear.

It is good that the environment and the future of our world have hardly been out of the headlines this year. The more the world thinks and argues about what we should be doing, and the more we all research and analyse, the more likely it is that humanity will move forward in broadly the right direction. We can save our planet and save ourselves – but it won't happen if we sit on our hands.

It feels like we are nearing something of a tipping point. The public and the mass media have grasped the enormity of the problem we face in protecting nature from climate chaos and human depredation. Businesses and politicians at last are taking notice. But there is a long way to go.

Our collective job is to galvanise the recovery of our planet's natural resources by inspiring everyone to do what is needed to restore nature's vital signs and replenish nature. At WWF we want to make it socially, politically and economically unacceptable to sit back and watch the destruction of nature.

Our supporters and our staff work to ensure nature is thriving, so future generations can lead healthy lives and habitats and species can flourish alongside humanity. I believe this is a moral obligation on all of us. It is the right thing to do.

The new strategy we set out last year is beginning to deliver. We have kick-started policy and business change at a national and global level, as well as continuing to make a difference on the ground with our cutting-edge fieldwork around the world.

At home we have worked closely with the UK government – particularly Michael Gove as Secretary of State at Defra – to help secure the first Westminster Environment Bill for 20 years.

Globally we have worked, and will continue to work, to create international demand for a New Deal for Nature and People. This must secure a commitment that by 2030 we will cut the loss of natural habitats to net zero, halve the footprint of production and consumption, and achieve zero extinction of species.

We have also continued to make the compelling and factual arguments required to change opinion at every level, none more so than with Our Planet – the groundbreaking collaboration between WWF, Netflix and Silverback Films. Through Our Planet, WWF hopes to inspire and communicate to one billion people across the world. Standing on a platform with Sir David Attenborough and HRHs the Prince of Wales, the Duke of Cambridge and the Duke of Sussex at the premiere in April, I felt we were helping to put nature firmly on the global agenda.

To meet the huge ambitions we have set ourselves, we must also ensure our practices and governance meet the very highest standards we set ourselves and which others expect from us. We must deliver our mission in an efficient, effective and well-managed way. Responding to allegations about WWF's conservation work made by the media this year, WWF International, on the board of which I sit, launched an independent review led by former UN High Commissioner for Human Rights, Judge Navi Pillay. At the heart of WWF's work are places and the people who live in them. Respect for human rights is at the core of our mission and we take any allegation seriously. Any breach of our policies is unacceptable to us and, should the

review uncover any, we are committed to taking swift action.

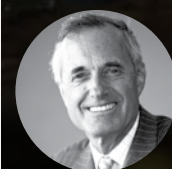
Our staff working in our Living Planet Centre headquarters in Woking and our offices in Cardiff and Edinburgh are devoted to fighting for your world and making a positive difference for generations to come. Backed by our wonderful supporters, ambassadors and partners, their level of personal commitment and integrity never ceases to amaze me and the board of trustees.

It is our staff and all our supporters who are helping to build a movement across all sections of society and political divides, a movement to put restoring nature at the heart of daily life.

In the next two years, I plan to walk back from Berwick-on-Tweed down to London. From the Farne Islands through the Yorkshire Wolds and East Anglia, I know I will see wonderful things and dreadful destruction, often side by side. I won't be reporting back to you next year as my term of office ends next June. But I know WWF will be in excellent hands and will still be fighting nature's corner. What a privilege and responsibility it has been to chair WWF-UK and to oversee the global network on the WWF International board.

In the end, the optimist in me wins out. In WWF I have seen the best of human nature and the best of people working so hard for the good of everyone. I admire the WWF family enormously.

Humanity is capable of changing course and we can enable the natural world to recover. All of us, particularly working through WWF, can and must make this happen.



Sir Andrew Cahn
KCMG
chair of the
board of trustees



A MESSAGE FROM OUR CHIEF EXECUTIVE

There is no let-up in the fight for our world.
The demand to avert a sixth global mass extinction
continues and the challenge to find a way to meet
the needs of 10 billion people, restore nature and
stabilise the climate doesn't go away.

But as daunting as the job in front of us is, I'm proud of the steps WWF is taking as part of our new strategy to fight for our world.

You can read about our strategy on page 15, but saving our planet requires a fundamental shift which tackles the biggest threats to the planet together, as the systems that underpin life on Earth are interlinked.

On a trip to Brazil this year I saw first-hand an example of the sort of change we need. Visiting the incredible forests of the Cerrado, I witnessed the huge area which stores as much carbon as the Amazon while providing the water supply for millions of people in Brasilia – as well as being home to jaguars, maned wolves and giant anteaters.

The UK's International Climate Fund supports projects in the Cerrado, but at the same time we import the soy whose production is driving the destruction of this unique place, devastating its iconic wildlife and displacing local communities. Seeing our work on the ground, it struck me how we must join the dots between climate, food production and nature loss.

Our achievements this past year, both via our cutting-edge projects on the ground and through advocacy and campaigning, are set out on pages 16-27, but we have reached some key milestones.

More than 100,000 WWF supporters signed our petition to end wildlife crime, which we presented at the London Conference on illegal wildlife trade in October. We played a major role in the event's success, which

resulted in 50 countries signing up to tackle the illegal wildlife trade.

In November we launched a ground-breaking partnership with Tesco. The partnership, one of many vital relationships we have with the private sector, will help to restore nature in food production, help eliminate waste, and help customers eat more sustainably. Tackling consumerism and how we overhaul everything from the food system to how we use single-use plastic is central to how we turn things around and help bend the curve of biodiversity loss by 2030.

I attended the World Economic Forum in Davos this year and was impassioned to see our ambassador Sir David Attenborough firmly put the most pressing environmental issues on the international business and political agendas. With the world's eyes on Davos we were able to send out a clear and vital message about the urgent need for a new deal for nature and people.

We have also seen incredible results in restoring nature in our work across the globe. We are all delighted that wild tiger numbers in Nepal have almost doubled in the last decade and can also be satisfied that our long-term conservation efforts are paying off and that wild mountain gorillas have now been moved from 'critically endangered' to 'endangered'.

And it's important to remember the perilous loss of species and habitats isn't just a faraway problem. It's happening right here on our doorstep, with the UK being one of the most nature-depleted countries in the world.

Tens of thousands of WWF supporters responded to the consultation on the UK government's draft Environment Bill. Like us, they wanted new laws to support nature, and the government showed global leadership with the new Environment Bill, which includes actions we've campaigned on for many years.

We continue to appreciate the tremendous support for our mission. Our financial results highlight that our income has reduced slightly by £1.3m (2%) to £66.3m, but this is only due to timings. The underlying income growth is encouraging and I am pleased to report that, after a few years of decline, there has been an increase in the number of regular givers, which should have a positive impact in future and will help us fund our ambitious strategy. Our spending on charitable activities increased by 11% as we invested in the strategy, although some areas of work have required a bit longer to implement than planned which is why our free reserves at £19.8m remain above the top of the reserves target range (£12m to £16m) with a deficit for the year of £2.5m being funded from restricted and designated reserves.

Finally, as always, I have been bowled over by the support we receive from the public. Whether you are one of the hundreds of thousands who have signed one of our petitions; gave pocket money gifts; have joined us on a march; are one of the 220,000 people who show an interest in our work via our Instagram account; or are the amazing Team Panda runner Kate Carter, who set a world record at the London Marathon for the fastest marathon by a woman in a full body costume, I thank you all. We really couldn't do it without you.



Tanya Steele
chief executive

© DAVID BEBBER / WWF-UK



Tanya Steele speaks at a session on how to engage with MPs, on the day of The Time Is Now – the biggest ever environmental lobby of Parliament. WWF joined more than 130 organisations and 15,000 people from around the UK who met their MPs to demand urgent action to tackle the climate and nature crisis.

© CHRIS RATCLIFFE / WWF-UK

A powerful sequence from the Our Planet series featured walrus at the front line of the devastating effects of the climate emergency. The series – a collaboration between WWF, Netflix and Silverback Films – supported our efforts to raise awareness about the climate crisis and press for action to tackle it. The loss of Arctic sea ice forces walrus to congregate in vast numbers on small stretches of coast.

OUR FOCUS

OUR PLANET AND ALL THE WILDLIFE THAT ROAMS AND GROWS ON IT NEED OUR HELP MORE THAN EVER. DENIAL IS NO LONGER AN OPTION: SPECIES AND HABITATS MUST THRIVE SO FUTURE GENERATIONS WILL HAVE A HABITABLE, LIFE-SUPPORTING PLANET TO LIVE ON.

As global populations of wildlife plummet, we face the triple challenge of needing to find a way to meet the needs of 10 billion people, restore nature and stabilise the climate.

Our own research shows vertebrate wildlife populations have declined in size, on average, by 60% since 1970. Extinctions are running at 100 to 1,000 times the 'normal' background rate. We have entered a new geological epoch – the Anthropocene – where humans control the environmental state of the planet.

As a direct result of rapidly increasing human consumption, particularly through the food and agriculture system, the planet is being destroyed at an alarming rate: we are losing an area of forest the size of London every week and there could be more plastic in the sea than fish, by weight, by 2050. We are seeing the effects on our own doorstep: the [State of Nature](#) report revealed more than half (56%) of UK species assessed have declined since 1970. Not only are the majority of species in the UK declining, overall numbers are falling, and have continued to do so in the last few years.

We need not only to avert the very worst effects of a sixth global mass extinction, but also to help nature recover in order that it can provide people with the fresh air, clean water, food, fuel and fibre that we need. This is no longer a matter of choice, it's a matter of survival. To achieve our goal, we must make it socially, politically and economically unacceptable to sit back and watch the destruction of the natural world. And we need to do it fast, so we can see the essential signs of recovery by 2030.

Saving our planet requires a fundamental shift that tackles the biggest threats to the planet together,

because the systems that underpin life on Earth are interlinked. For too long we have considered them separately and searched for individual solutions, and while there have been many success stories and battles won, we are still losing the war.

At WWF, we know it's no longer enough to try and slow the rate of loss of nature on the planet. We need everyone to act now to ensure by 2030 we achieve zero extinction of species, cut the loss of natural habitats to net zero, and halve the footprint of production and consumption. And we need greenhouse gas emissions cut to net zero by 2050 at the latest.

Our [Living Planet Report](#) and the International Platform on Biodiversity and Ecosystem Services (IPBES) 2019 Global Assessment Report show the decline of the natural world is primarily driven by the loss and fragmentation of habitat and the over-exploitation of nature, and that it's increasingly threatened by climate change. The solution to the triple challenge includes reforming the food system, reducing greenhouse gas emissions and providing space for nature to recover.

Our activity is focusing on system change and on tackling the underlying root causes driving nature's decline in three key areas:

- preventing climate change and safeguarding polar regions;
- creating a sustainable food system;
- ensuring we don't lose iconic species and habitats.

Our vision is that by 2030 nature's vital signs are improving and we'll have halted the loss of nature. Until 2021 we will focus on the goals set out in the following pages, to put us on the path to achieving this.

OUR ACHIEVEMENTS

AND PERFORMANCE DURING 2018-19

In this section we outline a selection of our achievements and performance against our objectives for the year ended 30 June 2019. This does not cover the full scope of our work. Visit our website to find out more about our work: 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.

GOAL 1: FIGHT FOR YOUR WORLD

2018-19  **£10.3M**

2017-18  **£8.6M**

GOAL 2: GROWING SUPPORT

2018-19  **£11.4M**

2017-18  **£9.1M**

GOAL 3: FOOD FOR THE FUTURE

2018-19  **£3.1M**

2017-18  **£1.4M**

GOAL 4: CLIMATE CHANGE AND THE POLAR REGIONS

2018-19  **£1.4M**

2017-18  **£1.4M**

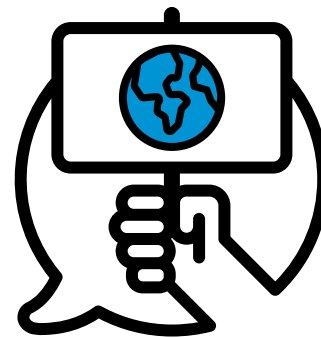
GOAL 5: THRIVING HABITATS AND SPECIES

2018-19  **£21.7M**

2017-18  **£19.7M**

GOAL 1 FIGHT FOR YOUR WORLD

We can't achieve the scale of change needed alone. We're harnessing people power to shift the way we live and influence political and economic systems to stop nature's decline and to restore our natural world.



PRESSING FOR A NEW DEAL

In 2020 a combination of key UN decisions will make it a critical 'super year' when the world must reach agreements to stop devastating climate breakdown, restore nature and fix the food system.

This year we created many wide-reaching opportunities to broadcast our urgent call for a global New Deal for Nature and People – for instance, alongside the huge volume of media coverage we generated around our latest [Living Planet Report](#). And at high-profile events we organised, including one featuring our ambassador Sir David Attenborough at the launch of the Our Planet series – viewed more than 11 million times on Facebook.

INSPIRING THE WORLD WITH OUR PLANET

The launch of the Our Planet series was a great success. The awe-inspiring series, created in collaboration with Netflix and Silverback Films, has given us an unprecedented opportunity to reach millions – in households, businesses and governments – with the message that we need to fight to restore nature. It's on track to be Netflix's most successful original documentary series, with more than 33 million subscribers viewing worldwide in the first month alone.

The launch event was attended by HRHs the Prince of Wales, the Duke of Cambridge and the Duke of Sussex. It led to around 1,200 pieces of UK media coverage referencing us. The website [ourplanet.com](#) has attracted more than 1.4 million visits, with more than 415,000 clicking through to WWF websites to find campaigning and behaviour change actions.

We've made 90 films of new content related to the series, along with clips from the series, available on social media and the website.

We produced a 40-minute film based on the series – [Our Planet: Our Business](#) – and have held screenings with more than 65 businesses and organisations across the world so far, many of whom have not engaged with WWF before.

Social media and our audience research shows the series has increased public appetite to reduce our impact on the planet, and the expectation that government and business must be accountable.

2019 Our targets last year included:

Calling for a 2020 New Deal for Nature and People, setting out the vision and its purpose. Influencing global decision-making processes, launching a coalition with UK businesses, and galvanising the public to call for actions to restore nature.

Engaging hundreds of millions worldwide through the Our Planet documentary series to raise truly global attention to the fight to restore nature.

Using our influence to ensure the UK government's 25-Year Plan for Nature is delivered and to secure commitments to the Environment Act and to a new environmental watchdog that will require politicians to protect and restore nature.

>33 MILLION

GLOBALLY, MORE THAN 33 MILLION NETFLIX SUBSCRIBERS WATCHED OUR PLANET IN THE FIRST MONTH ALONE

OUR GLOBAL INFLUENCE

During the year we organised a 'Call4Nature' letter to coincide with the launch of a major UN report on nature – the IPBES Global Assessment Report. The letter was signed by nearly 600 environmental experts and activists from 50 countries. Their call for the G7 to put nature higher on the political agenda resulted in a charter committing G7 nations to specific actions to counter biodiversity loss.

BUILDING A BUSINESS COALITION

We led efforts to build the Business for Nature Coalition – which will be central to raising a business voice in support of the New Deal for Nature and People, and aims to outline how businesses can help reverse the loss of nature by 2030. The coalition launched in July 2019.

CAMPAIGNING FOR CHANGE

It's vital that we build a movement of people who give our call to restore nature unstoppable momentum. To this end, we inspired and enabled the public to #FightForYourWorld through major campaigns. One, calling for government action to tackle the climate crisis was backed by more than 100,000 of our supporters. Another, our UK nature campaign, saw thousands email their elected representatives at Westminster, Holyrood and in the Senedd, calling for leadership on protecting UK nature after Brexit. The two campaigns came together in June for a mass lobby in Westminster – The Time Is Now (see page 24). This pressure helped secure the UK government's commitment to deliver net-zero carbon emissions by 2050.

LEADING THE PUSH FOR STRONG ENVIRONMENTAL LEGISLATION

We're pressing the UK government to introduce exemplary environmental legislation – not least so it can show global leadership when calling for a New Deal for Nature and People at international forums in 2020, but also because the UK has one of the world's most depleted natural environments.

Our campaigning and advocacy in part led in 2018 to the UK government's 25-year environment plan committing to some of our key asks – including agreeing to establish a Global Resource Initiative (GRI), which will recommend how the UK can reduce its environmental footprint on the rest of the world. This year, the government set up a GRI task force. (Read more about our role in this on page 22.)

Also, through our coalition with Greener UK and advocacy of MPs, we influenced the UK government to adopt our amendment to the EU Withdrawal Act, requiring it to bring forward an Environment Bill that included the first ever environmental watchdog. Our legal team was pivotal to drafting amends and briefing MPs to ensure strong support.

As a key voice in the coalition, we've led efforts to influence the Department for Environment, Food and Rural Affairs over the content of the bill. We've argued it must include strong measures to restore nature by 2030. We helped to ensure the draft bill includes provisions to ensure the environmental watchdog is robust and effective. Equivalent policies and legislation are being developed in Scotland and Wales as a result of our campaigning there.

2020 Next year, our priorities will include:

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.

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.

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.

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.

The generous financial and non-financial support we gain provides the lifeblood of WWF. We've reaped rewards this year by putting those who join us more firmly at the heart of what we do. Our supporter numbers have grown by 23% and we've hit our income target. We've also measured a rise in people's likelihood to support WWF, awareness of our iconic brand, and trust in us for information about nature, the environment and the climate.

FIGHTING FOR YOUR WORLD

These positive trends were kick-started in the autumn, when we launched our message calling on everyone to join the Fight For Your World. A key element was a powerful advert (see wwf.org.uk/foryourworld) which makes people think about the impact of everyday choices, while generating hope that we can all be part of the solution. It grabbed broad public attention on mainstream TV channels. Those who see it regard us as bolder and more inspiring.

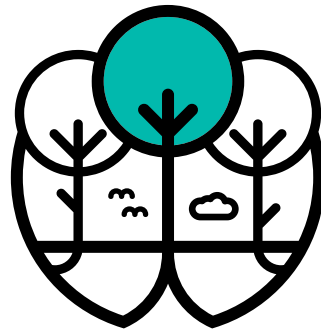
The messages and urgent language we've used have helped us enter the public consciousness at a scale the environmental movement hasn't managed before. This was strengthened by strong media coverage of the findings of our latest Living Planet Report.

The climate emergency has also increasingly been in the headlines; we created a climate-focused version of our For Your World advert to support our successful campaigning and advocacy on the subject.

PUTTING SUPPORTERS FIRST

This year we've changed the way we engage with our supporters, so they feel a deeper connection with our mission and have more opportunities to have a positive impact on nature. We now regularly speak directly to a broad range of our supporters to get their insights on what would make our communications with them more relevant, empowering and inspiring – and check in afterwards for their feedback.

As a result, we're generating more ways of sharing our expert advice – including how to shop or eat for your world, greener lifestyle features in our membership magazine, our relaunched [footprint calculator](#) with its sustainability tips, and our guide to better everyday choices – 12 Small Acts to Save Our World, published by Penguin Random House. The insight we gained from speaking to supporters was very helpful in guiding our approach to climate campaigning, too.



2019 Our targets last year included:

Demonstrating to a much wider audience how urgent our work is and why we are important to them – particularly through a new campaign that articulates our mission in a clear and compelling way by calling on everyone to join us in the fight for their world.

Putting the supporter experience first to build deeper relationships with them, developing new ways for people to show their support, and valuing all the ways people support our mission.

8,000
MORE THAN 8,000 UK SCHOOLS AND YOUTH GROUPS TOOK PART IN EARTH HOUR

We're also working on innovations that get us where people are – such as their phones and smart speakers. We've had great success with prototypes. And we're working to personalise our communications by using really localised data, such as how changes in UK weather affect individual communities. It's part of our project to ensure we meet our supporters' needs in the digital world.

INCREASING OUR REACH

Our annual Earth Hour event gave us an incredible opportunity to engage huge numbers of people with our mission. Globally, more than 185 countries took part, and Earth Hour appeared in more than two billion people's social media feeds. In the UK, an estimated 5.2 million people marked the hour by switching off their lights, hundreds of landmarks did the same, and more than 8,000 schools and youth groups brought the conversation into the community and the home.

We had great support from partners – such as 173 Tesco stores switching off and joining the movement, Ariel giving generous sponsorship for all individual pledges to reduce environmental impact, and GoodGym organising around 70 events that enabled communities to do their bit for their local environment. More brands than ever got involved in high-profile public engagement, including Aardman Animations, ITV, Netflix, Sony and Volvo.

The millions who get involved in Earth Hour feel inspired to do more to protect the planet. If Earth Hour was huge, what came next was unprecedented for WWF: the launch in spring of Our Planet (see page 18 for more detail).

THE POWER OF PARTNERSHIPS

Our many corporate partners help us amplify our message in ways we can't do alone. A great example this year is Old Mout Cider which, as well as donating £260,000 to our work to protect 2,000 sq km of rainforest in the Amazon, has helped us tell the story of this and other vital habitats, at music festivals and via primetime TV advertising. Our partnership with Sky also gives us incredible reach: this year Sky has helped us get the story of our oceans and the threats they face across to its 22 million customers in the UK and Ireland.

FABULOUS FUNDRAISING

The combined effect of the activities outlined above, and many more, helped us achieve very promising results in this, the first year of our ambitious new strategy. We're delighted we met our income targets and far exceeded the supporter numbers we aimed for, with a 23% increase. The number of individuals giving us a donation also increased.

To build on these strong foundations, we've set up a hub for new product innovation and development. We're also testing new ways people can support us, including a family subscription product called Amazing Planet which we'll launch this autumn.

+23%

OUR SUPPORTER NUMBERS HAVE GROWN BY 23% THIS YEAR

2020 Next year, our priorities will include:

We'll launch at least two transformational corporate partnerships.

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

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.

GOAL 3 FOOD FOR THE FUTURE

We're fighting to ensure the UK leads a global transformation of food systems – putting the UK on a path to sustainable food by getting affordable, healthy and environmentally healthy 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 food is the biggest cause of wildlife loss globally: it's responsible for almost 60% of the fall in biodiversity and up to 30% of our global greenhouse gas emissions. The expansion of agricultural land to produce animal feed is one of the main causes of forest loss. Tackling these impacts is a key focus of our new strategy.

BOOSTING AWARENESS

There is increasing understanding of the pivotal role food plays in shaping our environment, thanks in part to WWF becoming a regular and trusted commentator on the subject. International reports including Food in the Anthropocene (the EAT-Lancet Commission's first full scientific review of what constitutes a healthy diet from a sustainable food system) and the influential Intergovernmental Panel on Climate Change's Special Report on Climate Change and Land have helped increase this understanding. These new reports make clear we need to improve agricultural production, reduce excessive meat consumption and address waste. And our [Future 50 Foods report](#), produced with Knorr, has further bolstered our profile on sustainable diets, globally.

We also developed lots of content in support of the Our Planet series that spread the word to very engaged new audiences about the impact of food production, and the need to choose a climate-friendly diet.

INFLUENCING GREENER UK SUPPLY CHAINS

We've been pressing the UK government to establish a Global Resource Initiative (GRI), which will consider ways the UK can green its international supply chains – including ending deforestation. A GRI task force was set up this year, with WWF as a leading member. We were first to draft and share a position paper to the rest of the task force; this has gained consensus and has helped establish us as thought leaders in the area – something Defra has acknowledged.

With long-standing commitments to exclude deforestation from supply chains by the end of 2020 looking likely to be missed, the GRI is developing measures that will enable the government to take a proactive role in forcing the private sector in the UK to exit from deforestation – so it has huge potential.

2019 Our targets last year included:

Increasing people's understanding of the links between their food choices and the impacts on nature.

Starting work aimed at halving the impact of the average UK shopping basket, via the new Agriculture Bill and post-Brexit trade agreements that position the UK as a leader in developing a sustainable food system.

Working with UK food businesses to drive a step change in their understanding of the environmental impact of their food – and their accountability for this. We'll promote an increase in companies' commitments to avoid converting natural habitat and demonstrate measures needed to achieve transformations at a large scale.

The UK government's draft Agriculture Bill put forward an exemplary scheme of payments to farmers for restoring the environment. We're fighting to make sure the new government maintains this promise as the bill is developed and implemented. We are now pressing the new government to use any new trade deals to secure high environmental standards of production and to eliminate from our supply chains any goods that drive deforestation.

QUANTIFYING OUR FOOD IMPACT

One of the most ambitious things we've achieved this year is working with Tesco to articulate how to measure and track the environmental impact of the average UK shopping basket. Together, we're developing a world-leading methodology, which will be launched in autumn 2019. It should enable Tesco to lead food retail sector efforts to target, measure and reduce environmental impact. We'll seek to bring this into the mainstream, so all retailers can learn from it and adopt it.

In another important breakthrough, we and Oxford Martin School are establishing a global facility that will give stakeholders – such as food procurers or ready meal product designers – new information to better quantify the full environmental impacts of food. Being able to fully understand substantial differences (such as the impact of meat reared in a specific part of the UK rather than a particular place in South America) has great potential to support better decision making.

The Oxford team is also developing a global league table to explain and rank the performance of national diets around the world. We presented initial results to an international audience at the EAT forum in June, attracting interest from various governments to work with us to assess and improve the quality of their national dietary guidelines.

Nationally, we're positioning ourselves as a leading voice in the government's initiative to develop a comprehensive UK food strategy. We were invited to help launch the strategy consultation.

LIVING LANDSCAPES

Across the world, we're developing 'living landscape' projects to demonstrate ways to transform farming and manage our landscapes to secure better livelihoods and sustainable food production, and to restore nature. Tesco has agreed to help generate exemplar sustainable landscapes in three UK river catchments – the Cam-Ely-Ouse, the Soar, and the Wye and Usk – along with others in Kenya and South Africa.

In Sabah, Borneo, our work with the Malaysian government to create an example of a sustainable production and conservation landscape has attracted an additional US\$11m from the Global Environment Facility to develop this work. And in the Cerrado, a unique savannah woodland in South America that has lost more than half its native vegetation to soy plantations and cattle ranching, we and our colleagues in Brazil have enabled farmers and other groups to construct a financial mechanism that's critical to avoiding further deforestation here.

-50% WE LAUNCHED A PARTNERSHIP WITH TESCO TO HALVE THE ENVIRONMENTAL IMPACT OF THE AVERAGE UK SHOPPING BASKET

2020 Next year, our priorities will include:

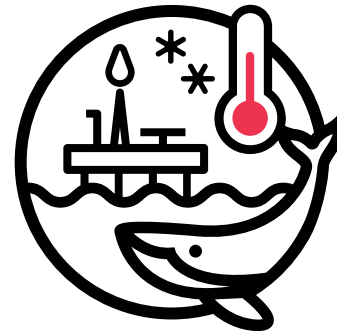
We'll raise the bar on environmental accountability across the food retail industry by launching our environmental impact metric of the average shopping basket with Tesco.

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

We'll lead work across the WWF network to encourage governments around the world to adopt dietary guidelines that move people towards more sustainable healthy diets.

GOAL 4 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.



RAISING UK CLIMATE AMBITION

A huge priority for us this year was to create momentum that resulted in a legislative commitment from the UK government to cut greenhouse gas emissions to net zero by 2050. This success followed robust evidence we published and record levels of public concern that our campaigning helped to build.

We and many groups pressed for climate action by raising public awareness about the climate emergency. We gained strong media coverage of our messages during the summer 2018 heatwave and in October when the Intergovernmental Panel on Climate Change released its report on the likely impacts of 1.5°C global warming. Our insight shows awareness of and concern about the climate emergency rose during these periods. Greta Thunberg and the school climate strikers, as well as Extinction Rebellion, were hugely important in raising the profile and driving momentum. We and the net-zero coalition worked to align and reinforce their messages.

We're a leading voice in the Climate Coalition, which captured the widespread public concern by inspiring an estimated 750,000 people to sign a petition calling on the UK government to declare a climate emergency. In May, the UK parliament did exactly this. Also via the coalition, we were instrumental in June's mass lobby – The Time Is Now – where 12,000 constituents came to Westminster to challenge 381 MPs about climate and nature. An estimated 4,000 were WWF supporters.

We influenced parliamentary understanding of the urgency of the issue with our report, *Keeping It Cool*, which showed how the UK could ambitiously reduce its greenhouse gas emissions to zero by 2045. We led discussions with the government and its advisers, the Committee on Climate Change (CCC), about the report's evidence. Advice the CCC gave to the government reflected our evidence.

Work by our team in Edinburgh helped Scotland blaze a trail by securing a net-zero by 2045 commitment from the Scottish government in May. This and our evidence and public pressure helped to create the space for Theresa May to announce in June a UK commitment to reach net-zero emissions by 2050.

2019 Our targets last year included:

Ramping up pressure on the UK government to help safeguard the polar regions and show leadership on climate action – to deliver on Paris agreement commitments and get the UK to zero net emissions in the first half of this century.

Gathering and highlighting evidence of regional impacts and global consequences of the changing climate in the polar regions. Pushing the UK government to commit to stronger climate targets as Britain leaves the EU, and influencing it to lead and support conservation in the polar regions.

Identifying major UK business interests in the Arctic and developing an action plan to influence them so they support sustainable development there.

CHARTING A FUTURE FOR OUR POLAR REGIONS

The wildlife and people of the polar regions are living on the front line of the effects of climate change. We are gathering and highlighting evidence of the impact this is having.

To this end, we worked with the Grantham Institute to develop an influential policy briefing on the implications for the Antarctic Peninsula of a global temperature rise of 1.5°C.

Five years of our advocacy to strengthen protection in the Southern Ocean led this year to the government of South Georgia and South Sandwich Islands announcing enhancements to the marine protected area in its waters. The move prohibits commercial mineral and hydrocarbon extraction and the use and carriage of heavy fuel oil by ships, as well as extending a seasonal closure of the krill fishery, and an increase in key no-take areas from 2% to 23%.

Krill is fundamental to the Antarctic food chain, but faces pressures from climate change and fisheries. We jointly convened a workshop for the fishing industry and scientists about improving Antarctic krill fisheries management – to help balance the needs of conservation and fishing. In addition, two studies on krill we supported were published in the high-impact journal *Nature Climate Change*, showing our work has impact even when we focus on less charismatic species.

We also helped to organise an ecosystem assessment of the entire Southern Ocean. This will serve as a baseline for future understanding of the impacts the climate crisis is having on biodiversity – for high level intergovernmental reports, and for our *Living Planet Report*.

PRESSING FOR SUSTAINABILITY IN THE ARCTIC

The UK is the Arctic's closest neighbour – and what happens there affects us all. Businesses are increasingly looking to explore and exploit its natural resources.

This year we presented evidence to the UK government's Environmental Audit Committee (EAC), covering the profound impacts of climate change on Arctic biodiversity and people, and the UK's role in tackling climate change and supporting sustainable Arctic development. All our recommendations were incorporated into the EAC's report, including the key finding – that UK support for exploitation of Arctic oil and gas reserves is incompatible with commitments including the Paris climate agreement.

We also completed a seminal study of 400 international businesses active in the Arctic, to assess the extent of UK business interests there. Of the 400, we found UK companies comprise the third-largest number. Our research showed the biggest current and potential impact is from the oil and gas sector. UK businesses also invest heavily in the Arctic, with assets worth £279 billion among the companies we investigated – most in oil and gas. We'll use the information to target companies and sectors we can influence most effectively to help ensure any development in the Arctic is sustainable.

750,000

AN ESTIMATED 750,000 PEOPLE SIGNED A PETITION CALLING ON THE UK GOVERNMENT TO DECLARE A CLIMATE EMERGENCY

2020 Next year, our priorities will include:

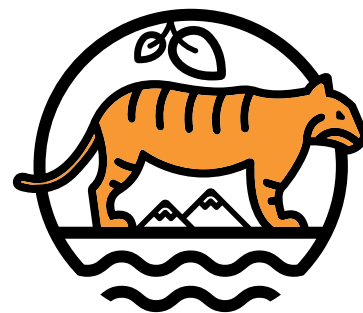
We'll develop a strategy to ensure UK leadership in the lead-up to the UNFCCC COP26 delivers global ambition to limit warming to 1.5°C, integrating biodiversity and nature-based solutions to avert dangerous climate change.

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

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

GOAL 5 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.



DEVELOPING LIVING LANDSCAPES

Africa

The vital area linking Kenya and Tanzania hosts the annual wildebeest migration and is a stronghold for black rhinos, lions and elephants. We're working with many partners here to strengthen management within existing protected areas – and crucially we aim to establish community-managed areas outside protected areas – to better protect habitat wildlife rely on to move freely, and to support local livelihoods.

During the year we developed the design for this ambitious programme to establish a vast green corridor across this region of southern Kenya and northern Tanzania (SOKNOT). We undertook a governance and land-use study, collated information on habitat and wildlife movement and identified priority corridors. We've consulted stakeholders, secured local and national government interest, raised seed funding and appointed a dedicated programme coordinator.

Elsewhere in Africa, we have begun to develop strategies for other vital transboundary landscapes: Ruvuma in southern Tanzania and northern Mozambique; and Greater Virunga, which straddles Rwanda, Uganda and the Democratic Republic of the Congo. Both are critical for threatened species and for thousands of local communities.

Latin America

We're strengthening management of three national parks covering 10,000 sq km of the Amazon where Colombia, Ecuador and Peru meet. The area supports jaguars, tapirs and river dolphins. This year we developed land-use planning and monitoring activities. This work has served as the basis for a more ambitious 100,000 sq km corridor of protected areas and indigenous territories – the Northern Amazon Corridor – that we're now developing.

During the year, thanks to help from our Trillion Trees project, we worked with the Colombian government to expand Chiribiquete National Park and supported training that's empowered people from communities around the park to become forest guardians.

India

We're helping to safeguard a mosaic of forest and small-scale agriculture that creates vital connections across tiger landscapes in large stretches of habitat in central India. We, WWF-India and partners are working with small-scale farmers so their profits increase and wildlife benefits. In the Satpuda–Pench corridor, our demonstration project has reduced cotton production costs by almost 90%; farmers are receiving a premium; and soil health is likely to be improving.

2019 Our targets last year included:

Starting long-term work to create living landscapes for people and wildlife. We'll work with governments, businesses and communities on the planning approach that's needed. And we'll get agreement about the many stakeholders who need to help if we're to achieve this.

Supporting an ambitious policy strategy for WWF-China to help achieve a sustainable approach in China's Belt and Road Initiative.

Securing commitments from global governments at the London Conference on Illegal Wildlife Trade. We'll press the UK government to deliver a ban on domestic ivory trade. And we'll increase public visibility of WWF's role in tackling the illegal wildlife trade.

BELT AND ROAD INITIATIVE

China's Belt and Road Initiative (BRI), the world's largest infrastructure programme, comes with huge opportunities and risks – for sustainable development, natural resources and wildlife. We're working to influence plans so the BRI invests in and enhances nature.

This year we've helped fund work that's resulted in our director general, Marco Lambertini, being invited to serve as one of just five co-chairs of the International Coalition for Green Development of the BRI. This puts us directly in touch with more than 100 coalition members.

WWF and others have established a coalition task force. Together, we've agreed its initial two-year workplan to help China implement green commitments it's made for the initiative. We've recommended tools for monitoring and evaluation, and best practice. We've highlighted the likely impacts of the BRI on vulnerable habitats and species – such as the Batang Toru dam in Indonesia, which could bring the Tapanuli orangutan to the brink of extinction.

TACKLING THE ILLEGAL WILDLIFE TRADE

Putting a stop to the global illegal wildlife trade is a priority for us. It's destroying some of the world's most iconic species, such as elephants, rhinos and tigers, as well as lesser-known species including pangolins.

So, it was really encouraging news when last year the UK government announced it would implement one of the toughest ivory trade bans in the world. This year the government called on our expertise to provide input and information to help shape its Ivory Bill. In December, the bill became law and created a near-total ban on dealing in items containing elephant ivory within the UK, as well as export from or import to the UK.

This breakthrough put the UK in a strong position to advocate for similar tough action from other nations when the UK government hosted the fourth in a series of state-led international conferences on tackling illegal wildlife trade.

We worked closely with the UK government to shape the conference, and championed some of our policy priorities at the event – including tackling corruption, improving conditions for rangers, growing sustainable livelihoods, stopping ivory trade and reducing demand for wildlife products. Our widespread media coverage raised awareness of the conference and the illegal wildlife trade. We also garnered more than 120,000 signatures to an online petition that called on global leaders to implement our policy asks. The conference concluded with the London 2018 Declaration, which reaffirmed global commitments to tackling the illegal wildlife trade, and tangible pledges on implementing them.

>120,000

MORE THAN 120,000 PEOPLE SIGNED OUR PETITION CALLING ON GLOBAL LEADERS TO TACKLE ILLEGAL WILDLIFE TRADE

2020 Next year, our priorities will include:

We'll facilitate an agreement between the governments of Kenya and Tanzania to protect 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.

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.

We'll implement the recommendations from the independent safeguarding review, ensuring strong and transparent processes underpin all our conservation work.

FINANCIAL REVIEW

OPERATING STATEMENT

	Year ended 30 June 2019	Year ended 30 June 2018 (Restated*)
	£m	£m
Incoming resources excluding gifts in kind	66.0	67.3
Gifts in kind	0.3	0.3
Incoming resources	66.3	67.6
Costs of raising funds and reorganisation costs		
Cost of raising funds	14.9	12.7
Reorganisation costs	0.2	0.5
	15.1	13.2
Net income available for charitable purposes	51.2	54.4
Expenditure on charitable activities		
Food for the future	3.1	1.4
Climate change and the polar regions	1.4	1.4
Thriving habitats and species	21.7	19.7
Fight for your world	10.3	8.6
Growing support	11.4	9.1
Strengthening our priority WWF partner offices	1.8	2.8
Building capacity in the network	4.7	5.9
Gain on forward foreign currency contracts not hedged	(0.1)	-
Gifts in kind attributable to charitable activities	0.2	0.2
	54.5	49.1
Net (expenditure)/income before gain on investment assets	(3.3)	5.3
Net gain on investment assets	0.8	0.6
Net (expenditure)/income	(2.5)	5.9

*Prior year cost allocations have been restated to reflect the new strategy.

In Kwale, Kenya, we've supported work to provide fuel-efficient stoves that reduce villagers' need to remove firewood from the forest by 50%. For Dzame, pictured, this also means she has more time to study and relax.

INCOME

Total income for the year for the Group (comprising WWF-UK and WWF-UK (World Wide Fund For Nature) Trading Ltd) was £66.3m, compared with £67.6m in the previous year. This reduction of £1.3m (2%) in overall income was wholly due to the timing of draws by People’s Postcode Lottery which meant that, although we continue to benefit from three draws each calendar year, there was only one draw this financial year whereas there were six draws in the previous year. This resulted in £4.1m less income from the lottery in the year.

There was also a reduction of £0.7m in legacy income from £15.5m to £14.8m due to the fact that the previous year included an exceptional bequest of £3.3m from Dr John Rimington to support our tiger conservation work.

In other respects, however, there were very encouraging increases in income in a number of areas.

Income and donations from corporate partnerships rose £2.0m from £7.4m to £9.4m following the launch of our exciting new partnership with Tesco in October and the transfer of partnerships with Mondi and AB InBev which had previously been managed by WWF International.

Income from charitable trusts which increased by £0.6m to £2.6m was stimulated by fundraising for the public awareness project referred to in Note 21 to the accounts.

It is pleasing to note that our largest income stream, membership and donations from individuals, increased by £0.4m to £34.9m. Although this is a small percentage increase, we have seen an increase of more than 6% in the number of regular givers which we anticipate should lead to larger income increases in subsequent years. This is hopefully an indication that our new strategy, highlighting the drivers of the rapid loss of nature and the importance and urgency of our work, and improving our engagement with supporters, is beginning to work.

A refresh of our online shop contributed to the increase of £0.3m to £0.5m in other trading income as did income from the Tomorrow’s Tigers event.

EXPENDITURE

Expenditure for the previous year has been restated so it reflects the main activities of the new strategy.

The amount spent on raising funds increased by £2.2m to £14.9m. This was partly due to increased investment in online and social media advertising which has proved very cost effective and which has helped increase the number of financial supporters. It also includes investment in a new subscription based product due to be launched shortly and the development of our fundraising website aimed at improving our engagement with supporters. The main benefit from these investments will be seen in future years.

There was a significant increase of £5.4m (11%) to £54.5m in our charitable activity expenditure focused on the main goals of the new strategy as follows:

- Food for the Future included work to support our new partnerships with Tesco and AB InBev as well as the start of new project work in the Cerrado, Brazil.
- Thriving Habitats and Species included work to support our new partnership with Mondi and increased in-year funding of our work to ensure a healthier Yangtze river.
- Fight for Your World expenditure increased to reflect our efforts around advocating and campaigning for a New Deal for Nature and People as well as the launch of the Our Planet TV series and subsequent use of content from the series.
- The increased spend in relation to our Growing Support goal was related to the refresh of the organisation’s brand including the creation and launch of the Fight For Your World advertising which appeared on mainstream TV during the year.

There was a reduction of £1.0m to £1.8m in the extent of the support required to strengthen priority offices following investment that had been made during the course of the previous strategy and which included helping the China and Kenya offices become independent national charities.

The decrease of £1.2m to £4.7m in Building Capacity in the Network included a reduction in the contribution to WWF International for its conservation work and operations.

BALANCE SHEET AND RESERVES

The net expenditure for the year of £2.5m resulted in a decrease in total reserves from £63.7m to £61.2m.

The decrease in total reserves was comprised of reductions of £1.2m in unrestricted funds (to £40.5m) and £1.4m in restricted funds (to £15.5m) slightly offset by an increase of £0.1m in the value of endowments (to £5.2m).

The reduction in unrestricted funds comprises an increase in general reserves of £0.6m (see below) from £19.2m to £19.8m, and a decrease of £1.8m in designated reserves (including unrestricted funds held as fixed assets) from £22.4m to £20.6m.

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

The increase of £0.6m in general reserves can be summarised as follows:

	£m
General reserves at 1 July 2018	19.2
Net reduction in unrestricted funds (Note 21)	(3.4)
Transfer from restricted funds	2.2
Increase in designated reserve for fixed assets (Note 21)	(2.5)
Decrease in designated reserve for the Living Planet Centre (Note 21)	0.4
Programmes designated reserve (Note 21)	3.6
Public awareness designated reserve (Note 21)	(0.3)
Designated reserve for loan to WWF International (Note 21)	0.8
Increase in designated reserve for investments (Note 21)	(0.2)
General reserves at 30 June 2019	19.8

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 14 to 19 weeks of unrestricted funds expenditure). The current level of general reserves sits above the top of the range. We had budgeted to bring the level of reserves down below the top of the range by the end of the year, however some of the new areas of work identified in the new strategy took longer to reach the implementation phase than had originally been anticipated. As a result this work has now been delayed until the following year and we are now budgeting that the general reserves will reduce to a little below the top of the reserves range by June 2020. It is felt that a prudent approach is warranted given current economic uncertainty.

Cash and bank balances during the year reduced by £4.5m to £21.3m, which is attributable to the net expenditure for the year of £2.5m and the purchase of intangible assets of £2.4m.

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. All equity investments are screened to ensure the portfolio complies with our investment policy.

PRINCIPAL RISKS AND UNCERTAINTIES

The trustees are responsible for ensuring that WWF-UK has a sound system of internal control to safeguard its assets and funds, and for ensuring 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 72. The system of internal control includes:

- A new strategy to 2030, accompanied by a strategic plan 2019-23 and new commercial model. These were approved by trustees and came into effect on 1 July 2018. This year we moved through a transition plan across the organisation and have begun implementing the new strategy. 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 better coordinated across departments and are focused on the new strategic goals.
- Policy and performance steering group and external affairs steering group. These are decision-making 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 been developing outcome and impact metrics for monitoring performance across the goals through FY20 and beyond.
- 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:
 - Reputation – critical and sudden impact on reputation and brand leads to a significant and sharp reduction in fundraising and audience engagement. WWF-UK is continuing to collaborate closely with WWF International in dealing with issues arising in the media and work is progressing in the review and improvement of the various operational and programmatic standards that are in place for the WWF network.
 - Financial – not being able to meet income targets or increasing costs resulting in an impact on our ability to achieve our strategic objectives. During the year a new income generation strategy was approved by the board, which includes detailed plans for increasing and diversifying income. Income is monitored every month and income forecasts are reviewed quarterly. The general reserves target range is regularly reviewed to ensure it is set at an appropriate level in light of the assessed risk to the various income streams. The exposure to currency depreciation is regularly reviewed and exposures hedged as deemed necessary.
 - Political – the current political uncertainty in the UK and the ongoing Brexit deadlock threatens to undermine government focus on the environmental crisis. There are also unpredictable political contexts in a number of countries where we are funding priority work. 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.
 - Safeguarding – incidents could affect communities we work with and colleagues in WWF and partner organisations. To mitigate this risk, a new Safeguarding Framework has been developed across the WWF network. This includes the development and launch of a comprehensive training programme as well as improvement to WWF network standards that will be reflected in the design and approach of programmes and in programme agreements between WWF offices and between WWF and other organisations.

- 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. Following the adoption of the new strategy, a new scheme of delegation was developed. This was agreed by the trustees in September 2018.
- Procedures in place to monitor and evaluate the effectiveness of expenditure on conservation programmes and the achievement of outputs and outcomes.
- An environmental management system to ensure we monitor and manage our own impact on the environment. The system is audited by an independent assessor. We are committed to transparency by publishing annually our performance against the targets we have set ourselves. During the year a new environmental strategy was agreed, targeting further reductions in our carbon footprint.
- A sign-off process, to ensure external projects with which we are associated reflect our values and protect our reputation.

GOVERNANCE

STRUCTURE

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

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

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

TRUSTEES

The board of WWF-UK comprises up to 15 unpaid trustees, as listed on page 72 (who are also the directors of WWF-UK for the purposes of company law). The board is responsible for setting policy, agreeing strategy and approving major commitments based on advice from senior management, and the appointment of the chief executive. Day-to-day operations are delegated by the board to the chief executive, who leads the Executive Group.

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

The board has four principal committees: the Programme Committee; the Finance and Business Committee; the Audit Committee; and the Nominations and Remuneration Committee. Membership of all these committees is detailed on page 72 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. During the year the Audit Committee recommended to the board the reappointment of Crowe U.K. LLP as external auditors following a full tender process.

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

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

STATEMENT OF TRUSTEES' RESPONSIBILITIES

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

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

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

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

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

In so far as the trustees are aware:

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

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

CHARITY GOVERNANCE CODE

WWF-UK continues to value the Charity Governance Code and earlier this year carried out an internal audit of its own performance against the Code. The audit demonstrated that the organisation is substantively compliant with the Code, but WWF-UK will continue to assess and improve its governance practices as needed.

ENVIRONMENTAL MANAGEMENT

In carrying out our mission to safeguard the natural world by building a future in which people and nature thrive together, we undertake activities that also have a negative impact on the environment. As an environmental charity, it’s vital to us that we reduce these impacts to a minimum. 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 at our offices. To manage our travel, we have a Sustainable Travel Policy in place and a carbon budgeting and tracking process for air travel. Our 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.

You can find our full annual environmental report, environmental policy and environmental goals on our [website](#).

GRANT-MAKING POLICY

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

PUBLIC BENEFIT

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

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

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

FUNDRAISING STANDARDS AND APPROACH

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

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

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

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

Monitoring of fundraising activities and protecting people in vulnerable circumstances

We have processes in place, endorsed by our board of trustees, which govern our fundraising, whether they are carried out internally or through professional fundraisers. We have comprehensive compliance and quality control frameworks in place to monitor adherence to the General Data Protection Regulations (GDPR), the behaviour of agencies, their staff and our in-house teams and fundraisers, as well as the conversations they have on our behalf with both supporters and members of the public. This includes thorough due diligence and audit, regular training sessions, shadowing and mystery shopping, site visits, call listening, quality control calls, and monitoring of outcomes, complaints and remedial actions. Our aim is to ensure that potential supporters feel informed, genuinely thanked and inspired by their conversation, regardless of its outcome.

We are committed to ensuring that we treat the public sensitively and respectfully at all times, taking special care to protect people who may find themselves in vulnerable circumstances. Our fundraiser training, delivered to both professional fundraisers and in-house fundraisers, contains a section dedicated to making fundraisers aware of the signs of potential vulnerability in anyone they speak to on our behalf, as well as the steps we expect them to take on the rare occasions when they do have concerns. This approach is in line with the requirements of the Charities (Protection and Social Investment) Act 2016, the IOF’s Treating Donors Fairly Guidance, and the Direct Marketing Association’s Guidelines for Dealing with Vulnerable Consumers.

Complaints

We have a robust and well-established complaints procedure. For the financial year ending 30 June 2019, we received 101 complaints from members of the public about our fundraising activities, which is a tiny fraction of 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, a potential breach or a lapse in standards in relation to our fundraising activity, where an investigation has been instigated and where we have received an expression of dissatisfaction relating to our use of specific fundraising methods. We have nothing to report in respect of failures and/or breaches, which we have taken to include complaints or breaches referred to, and upheld by, either the 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.

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 through additional salary progression. We also aim to pay competitively in the not-for-profit sector, within the context of affordability, using an external salary survey to benchmark our salaries against other top charities. We are proud to be accredited by the Living Wage Foundation and are committed to never paying our employees less than the real living wage.

Our approach is applied consistently across the organisation, through our annual pay review process.

GENDER PAY GAP

We reported our gender pay gap data for 2018 ahead of the deadline date of 4 April 2019, in accordance with the requirements of the regulations to report the percentage differences in pay between our male and female employees.

The data is published on the government website and a [full report on our pay gap](#) and the action we are taking to address this is on our website. Both the mean and median pay gaps are lower than the UK economy as a whole, at 15.1% and 15.4% respectively.

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

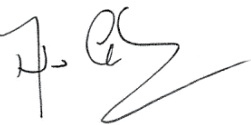
OUR EMPLOYEES

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

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

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

The trustees’ report and strategic report were approved by the board of trustees on 9 October 2019 and were signed on their behalf by:



Sir Andrew Cahn KCMG
Chair of the board of trustees

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

OPINION

We have audited the financial statements of WWF-UK for the year ended 30 June 2019 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 2019 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 35, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

AUDITOR’S RESPONSIBILITIES FOR THE AUDIT OF THE FINANCIAL STATEMENTS

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

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

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

USE OF OUR REPORT

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



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

28 October 2019



The Cerrado in Brazil may not be as well-known as the Amazon, but it’s equally important for nature. Its grasslands and forests are home to 5% of the world’s animals and plants, such as these spectacular *Paepalanthus* flowers. But this savannah is being converted to agriculture, particularly soy production, and half has already been lost. We’re working to end deforestation in this habitat, home to jaguars, giant anteaters and maned wolves.

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES

(incorporating income and expenditure account) for the year ended 30 June 2019

		Unrestricted funds	Restricted and endowment funds	Total 2019	Total 2018 (Restated*)
	Notes	£'000	£'000	£'000	£'000
Income and endowments from:					
Donations and legacies					
Membership and donations from individuals		22,823	12,068	34,891	34,459
Corporate donations		1,006	6,109	7,115	6,557
Charitable trusts		323	2,305	2,628	2,027
Legacies		13,699	1,064	14,763	15,460
Gifts in kind	25	272	-	272	305
		38,123	21,546	59,669	58,808
Charitable activities					
Aid agencies and government grants	4	-	604	604	310
Corporate income		-	945	945	48
Income from non-governmental organisations		32	1,216	1,248	1,545
		32	2,765	2,797	1,903
Other trading activities					
Corporate income		107	1,191	1,298	799
Lottery promotions		1,081	-	1,081	5,185
Other trading income		390	150	540	225
		1,578	1,341	2,919	6,209
Investments	3	799	75	874	711
Total income		40,532	25,727	66,259	67,631
Expenditure on:					
Raising funds					
Costs of raising voluntary income		10,869	3,797	14,666	12,530
Investment management fees		135	41	176	176
Total expenditure on raising funds	6	11,004	3,838	14,842	12,706

*Prior year cost allocations have been restated to reflect the new strategy.

Consolidated statement of financial activities for the year ended 30 June 2019 continued

		Unrestricted funds	Restricted and endowment funds	Total 2019	Total 2018 (Restated*)
	Notes	£'000	£'000	£'000	£'000
Total expenditure on raising funds brought forward	6	11,004	3,838	14,842	12,706
Charitable activities					
Charitable activities	5,6	33,254	21,125	54,379	48,899
Gifts in kind	25	184	-	184	213
Total expenditure on charitable activities		33,438	21,125	54,563	49,112
Reorganisation costs	6	182	-	182	555
Total expenditure		44,624	24,963	69,587	62,373
Net (expenditure)/income before gains on investments		(4,092)	764	(3,328)	5,258
Net gains on investments		647	200	847	672
Net (expenditure)/income		(3,445)	964	(2,481)	5,930
Transfers between funds		2,192	(2,192)	-	-
Fair value movements on cash flow hedges		44	-	44	(32)
Net movement in funds		(1,209)	(1,228)	(2,437)	5,898
Total funds brought forward	21	41,709	21,951	63,660	57,762
Total funds carried forward	21	40,500	20,723	61,223	63,660

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.


*Prior year cost allocations have been restated to reflect the new strategy.

CONSOLIDATED AND CHARITY BALANCE SHEET AS AT 30 JUNE 2019

		<i>Group</i> 2019	<i>Group</i> 2018	<i>Charity</i> 2019	<i>Charity</i> 2018
	Notes	£'000	£'000	£'000	£'000
Fixed assets					
Intangible assets	11	2,455	80	2,428	42
Tangible assets	12	15,244	15,800	15,244	15,800
Investments	13	22,528	21,083	22,528	21,083
Total fixed assets		40,227	36,963	40,200	36,925
Current assets					
Stocks	14	649	569	507	523
Debtors	15	8,356	6,304	7,093	6,246
Investments	16	11,872	13,274	11,872	13,274
Cash at bank and in hand		9,408	12,515	8,096	12,038
Total current assets		30,285	32,662	27,568	32,081
Current liabilities					
Creditors: Amounts falling due within one year	17	(9,289)	(5,965)	(6,578)	(5,390)
Net current assets		20,996	26,697	20,990	26,691
Net assets		61,223	63,660	61,190	63,616
The funds of the charity:					
Unrestricted funds:					
General reserves	21	19,756	19,202	19,723	19,158
Hedge reserve	21	116	72	116	72
Designated reserves	21	20,628	22,435	20,628	22,435
Total unrestricted funds		40,500	41,709	40,467	41,665
Endowment funds	21	5,226	5,067	5,226	5,067
Restricted funds	21	15,497	16,884	15,497	16,884
Total funds		61,223	63,660	61,190	63,616

The net movement in funds for the financial year dealt with in the financial statements of the parent charity was £(2,426,000) (2018: £5,900,000).

The financial statements were approved by the trustees on 9 October 2019 and signed on their behalf by:



Sir Andrew Cahn KCMG
Chair of the board of trustees

CONSOLIDATED STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 30 JUNE 2019

	2019	2018
	£'000	£'000
Cash flows from operating activities:		
Net cash (used in)/provided by operating activities	(2,100)	5,484
Cash flows from investing activities:		
Dividends and interest from investments	874	711
Proceeds from the sale of property, plant and equipment	-	91
Purchase of intangible assets	(2,428)	(9)
Purchase of property, plant and equipment	(257)	-
Proceeds from sale of investments	8,477	3,638
Purchase of investments	(9,002)	(3,814)
Increase in cash held for fixed asset investments	(73)	(361)
Decrease/(Increase) in cash held for current asset investments	1,402	(3,440)
Net cash used in investing activities	(1,007)	(3,184)
Change in cash and cash equivalents in the reporting period	(3,107)	2,300
Cash and cash equivalents at the beginning of the reporting period	12,515	10,215
Cash and cash equivalents at the end of the reporting period	9,408	12,515
Reconciliation of net (expenditure)/income to the net cash flow from operating activities		
Net (expenditure)/income for the reporting period (as per the statement of financial activities)	(2,481)	5,930
Depreciation charges	851	879
Gains on investments	(847)	(672)
Dividends and interest from investments	(874)	(711)
Non-cash items related to forward foreign currency contracts	(106)	(83)
Increase in stocks	(80)	(69)
Increase in debtors	(1,915)	(532)
Increase in creditors	3,352	742
Net cash (used in)/provided by operating activities	(2,100)	5,484
Analysis of cash and cash equivalents		
Cash in hand	9,408	12,515
Total cash and cash equivalents	9,408	12,515

NOTES TO THE ACCOUNTS

1. CHARITY INFORMATION

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

2. ACCOUNTING POLICIES

Basis of preparation

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

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

WWF-UK constitutes a public benefit entity as defined by FRS 102 and detailed on page 36.

Going concern

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

Basis of consolidation

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

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

Fund accounting

• Unrestricted funds

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

• Designated funds

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

• Restricted funds

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

• Endowment funds

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

Income

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

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

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

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

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 has been revised to reflect the priority activities set out in the new strategy. The prior year costs of charitable activities have been revised accordingly.

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 in the course of construction	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.

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

	2019	2018
	£'000	£'000
Dividends and fixed interest	603	560
Bank interest	243	117
Other interest	28	34
	874	711

4. AID AGENCIES AND GOVERNMENT GRANTS

	2019	2018
	£'000	£'000
Major grants from aid agencies and governments include funds from:		
Department for International Development (DFID)		
Forest Governance, Markets and Climate	584	-
European Community		
Partnerships involving Stakeholders in the Celtic Sea Eco-System	-	157
WaterLIFE – healthy rivers for people and nature	-	143
Department for Environment, Food and Rural Affairs (Defra)		
North Devon Marine Pioneers	10	-
Scottish Executive		
Earth Hour Scotland	10	10
Total Aid Agencies and Government Grants	604	310

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.

	2019	2018
	£'000	(Restated*)
Organisation/Programme		£'000
WWF International		
WWF network support	4,078	4,974
WWF network		
Tiger landscapes	3,541	2,963
East Africa savannahs	2,812	2,609
Amazon programme	2,439	2,327
Organisational development	1,666	2,352
Yangtze programme	1,600	790
East Africa coastal programme	1,262	1,139
Asian high mountain landscapes	1,140	443
Wildlife trafficking and demand	906	372
China policy (Green is gold)	800	-
Environmental stewardship in the packaging and paper sector	729	-
Pantanal programme	625	459
Marine protected areas	604	105
Climate change	389	231
Greater Virunga	385	335
Food landscapes – UK	292	34
Javan rhino	283	263
Arctic programme	264	301
Giant pandas	262	261
Food landscapes – Cerrado	257	-
Other projects aggregated	2,756	4,728
Gain on forward foreign currency contracts not hedged	(106)	(8)
Total grant funding on programmes and projects	26,984	24,678
Other project activity undertaken directly (Note 6)	22,777	19,932
Total grants and projects expenditure (Note 6)	49,761	44,610
Support costs (Notes 6,7)	4,802	4,502
Total expenditure on grants and projects	54,563	49,112

*Prior year cost allocations have been restated to reflect the new strategy.

6. RESOURCES EXPENDED

	Activities undertaken directly	Grant funding of activities	Support costs	Total 2019	Total 2018 (Restated*)
	£'000	£'000	£'000	£'000	£'000
Food for the future	1,372	1,431	271	3,074	1,406
Climate change and the polar regions	663	668	129	1,460	1,438
Thriving habitats and species	2,023	17,753	1,911	21,687	19,734
Fight for your world	7,949	1,491	912	10,352	8,595
Growing support	10,388	4	1,004	11,396	9,088
Strengthening our priority WWF partner offices	17	1,665	163	1,845	2,747
Building capacity in the network	181	4,078	412	4,671	5,899
Gain on forward foreign currency contracts not hedged	-	(106)	-	(106)	(8)
Gifts in kind attributable to charitable activities	184	-	-	184	213
Total expenditure on charitable activities	22,777	26,984	4,802	54,563	49,112
Expenditure on raising funds	13,550	-	1,292	14,842	12,706
Reorganisation costs	182	-	-	182	555
Total expenditure	36,509	26,984	6,094	69,587	62,373

*Prior year cost allocations have been restated to reflect the new strategy.

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 2019	Total 2018 (Restated*)
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Charitable activities	585	926	845	1,037	1,409	4,802	4,502
Expenditure on raising funds	157	250	227	279	379	1,292	1,154
Total support costs	742	1,176	1,072	1,316	1,788	6,094	5,656

*Prior year cost allocations have been restated to reflect the new strategy.

Governance costs included £88,000 (2018: £92,000) gifts in kind related to pro bono legal services provided.

8. STAFF COSTS

	2019	2018
	£'000	£'000
Wages and salaries	14,078	13,653
Social Security costs	1,437	1,408
Pension costs	1,340	1,286
	16,855	16,347

The above costs exclude 4 staff (2018: 4 staff) who were hosted by WWF-UK on behalf of WWF International and WWF-US. Total cost £298,000 (2018: £193,000).

Included within staff costs above is £92,000 (2018: £175,000) relating to redundancy and termination costs. At the end of the year £nil (2018: £2,000) was still to be paid.

There were no ex-gratia payments made during the year (2018: nil).

In addition, the cost of temporary staff in the year was £471,033 (2018: £441,206), of which £76,980 (2018: £nil) was for staff hosted by WWF-UK on behalf of WWF International and WWF-US.

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

The average number of employees during the year was 354 (2018: 349).

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

	2019	2018
	Number	Number
Charitable activities	211	212
Generating funds	64	56
Support and governance	46	46
	321	314

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

	2019	2018
	Number	Number
£60,001 to £70,000	10	19
£70,001 to £80,000	12	7
£80,001 to £90,000	3	1
£90,001 to £100,000	1	1
£100,001 to £110,000	2	2
£110,001 to £120,000	1	-
£130,001 to £140,000	-	1
£140,001 to £150,000	1	-
£180,001 to £190,000	-	1
Total	30	32

Pension contributions for the 30 highest paid employees (32 in 2018) amounted to £230,988 (2018: £222,017).

The key management personnel of the charity are the members of the executive group in place during the year as referred to on page 73. The total employee benefits of the executive group were £911,571 (2018: £1,102,293).

The chief executive, Tanya Steele, received a gross salary during the year of £140,373 (2018: £136,013).

9. TRUSTEES' REMUNERATION AND EXPENSES

No trustee received any remuneration from WWF-UK during the year (2018: nil). Expenses totalling £5,283 (2018: £3,023) were reimbursed to five trustees (2018: five trustees) solely for travel costs incurred in attending and participating in meetings.

During the year the charity paid £3,107 (2018: £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

	2019	2018
	£'000	£'000
Net incoming resources from operations for the year are stated after charging:		
Auditors' remuneration:		
Fees payable to the charity's auditors for the audit of the charity's annual accounts	32	37
Fees payable to the charity's auditors for the audit of the charity's subsidiaries	22	24
Total auditors' remuneration	54	61
Depreciation of tangible fixed assets	813	861
Operating lease rentals:		
Plant and machinery	7	14
Other	92	83
Total operating lease rental	99	97
Unrealised gain on foreign exchange translation	150	18

11. INTANGIBLE FIXED ASSETS

	Other intangible asset in the course of construction	Contacts database system	Other software	Total
	£'000	£'000	£'000	£'000
GROUP				
Cost or valuation				
At 30 June 2018	-	1,206	148	1,354
Additions in the year	2,029	-	384	2,413
At 30 June 2019	2,029	1,206	532	3,767
Amortisation				
At 30 June 2018	-	1,206	68	1,274
Charge for the year	-	-	38	38
At 30 June 2019	-	1,206	106	1,312
Net book value				
At 30 June 2019	2,029	-	426	2,455
At 30 June 2018	-	-	80	80
	Other intangible asset in the course of construction	Contacts database system	Other software	Total
	£'000	£'000	£'000	£'000
CHARITY				
Cost or valuation				
At 30 June 2018	-	1,206	94	1,300
Additions in the year	2,029	-	384	2,413
At 30 June 2019	2,029	1,206	478	3,713
Amortisation				
At 30 June 2018	-	1,206	52	1,258
Charge for the year	-	-	27	27
At 30 June 2019	-	1,206	79	1,285
Net book value				
At 30 June 2019	2,029	-	399	2,428
At 30 June 2018	-	-	42	42

12. TANGIBLE FIXED ASSETS

	Living Planet Centre	Leasehold improvements	Office furniture and equipment	Total
	£'000	£'000	£'000	£'000
GROUP AND CHARITY				
Cost or valuation				
At 30 June 2018	19,290	129	1,067	20,486
Additions in the year	36	3	218	257
At 30 June 2019	19,326	132	1,285	20,743
Depreciation				
At 30 June 2018	3,833	74	779	4,686
Charge for the year	693	26	94	813
At 30 June 2019	4,526	100	873	5,499
Net book value				
At 30 June 2019	14,800	32	412	15,244
At 30 June 2018	15,457	55	288	15,800

13. INVESTMENTS

	2019	2018
	£'000	£'000
GROUP AND CHARITY		
Investment – movement		
Market value at 1 July 2018	20,109	19,261
Additions at cost	9,002	3,814
Disposals at market value	(8,477)	(3,638)
Net gain on revaluation	847	672
Market value at 30 June 2019	21,481	20,109
Cash balances	1,047	974
Total market value at 30 June 2019	22,528	21,083
Historic cost at 30 June 2019	18,521	16,963
Portfolio distribution		
UK fixed interest	4,434	5,780
UK equities	5,142	4,029
Overseas equities	8,666	8,223
Overseas fixed interest	1,770	610
Property funds	1,469	1,467
Cash funds	1,047	974
Total Investment Portfolio	22,528	21,083
Restriction analysis		
Endowment funds	5,226	5,067
Unrestricted funds	17,302	16,016
Total	22,528	21,083

14. STOCK

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

15. DEBTORS

	Group 2019	Group 2018	Charity 2019	Charity 2018
	£'000	£'000	£'000	£'000
Amounts due within one year:				
Trade debtors	2,589	2,132	920	1,781
Amounts due from WWF-UK (World Wide Fund For Nature) Trading Limited	-	-	568	328
Other debtors	3,164	3,064	3,152	3,038
Forward foreign currency contracts	224	87	224	87
Prepayments	1,298	345	1,208	345
Accrued income	1,081	676	1,021	667
Total debtors	8,356	6,304	7,093	6,246

‘Other debtors’ includes a loan to WWF International that is repayable after one year. The balance outstanding at the year end was £1,625,600 (2018: £2,456,055). The second instalment of £828,044 was received on 31 July 2019 with the final balance due for repayment on 31 July 2020.

16. CURRENT ASSET INVESTMENTS

	Group 2019	Group 2018	Charity 2019	Charity 2018
	£'000	£'000	£'000	£'000
Amounts due within one year:				
Bank balances held on deposit	11,872	13,274	11,872	13,274

17. CREDITORS

	Group 2019	Group 2018	Charity 2019	Charity 2018
	£'000	£'000	£'000	£'000
Amounts falling due within one year:				
Trade creditors	781	670	631	629
PAYE & National Insurance	421	424	421	424
Other creditors	306	77	303	75
Forward foreign currency contracts	2	15	2	15
Accruals	4,420	2,881	4,247	2,738
Deferred income (see Note 17(a) below)	3,359	1,898	974	1,509
Total creditors	9,289	5,965	6,578	5,390

17(A) GROUP DEFERRED INCOME

	1 July 2018	Income received in current year	Released in current year	30 June 2019
	£'000	£'000	£'000	£'000
Corporate sponsorship	389	4,939	(2,443)	2,885
Corporate donations	1,508	1,601	(3,109)	-
Staff hostings	1	-	(1)	-
Other	-	629	(155)	474
Deferred income	1,898	7,169	(5,708)	3,359

Deferred income relates to amounts received prior to entitlement.

18. FINANCIAL INSTRUMENTS

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

The charity has the following financial instruments:

	Group 2019	Group 2018	Charity 2019	Charity 2018
	£'000	£'000	£'000	£'000
Financial assets measured at amortised cost:				
Current asset investments	11,872	13,274	11,872	13,274
Cash at bank and in hand	9,408	12,515	8,096	12,038
Amounts owed by group undertakings	-	-	568	328
Other receivables	6,834	5,872	5,093	5,486
	28,114	31,661	25,629	31,126
Financial liabilities measured at amortised cost:				
Accruals	4,420	2,881	4,247	2,738
Other creditors	1,508	1,171	1,355	1,128
	5,928	4,052	5,602	3,866
Financial assets measured at fair value				
Fixed asset investments	22,528	21,083	22,528	21,083
Forward foreign currency contracts	224	87	224	87
	22,752	21,170	22,752	21,170
Financial liabilities measured at fair value				
Forward foreign currency contracts	2	15	2	15
	2	15	2	15

19. CASH FLOW HEDGES – FORWARD FOREIGN CURRENCY CONTRACTS INSTRUMENTS

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

Non-hedged – Forward foreign currency contracts	Notional value		Average contractual exchange rate		Fair value	
	2019	2018	2019	2018	2019	2018
	£'000	£'000	Rate	Rate	£'000	£'000
Due within 1 year						
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	-
	2019	2018				
	£'000	£'000				
Gain on forward foreign currency contracts not hedged	106	8				

Cash flow hedges – Forward foreign currency contracts	Notional value		Average contractual exchange rate		Fair value	
	2019	2018	2019	2018	2019	2018
	£'000	£'000	Rate	Rate	£'000	£'000
Due within 1 year						
Buy CHF, Sell GBP	4,178	3,451	1.2685	1.2751	116	72
FV movement on cash flow hedges	2019	2018				
	£'000	£'000				
Amounts reclassified to hedge reserve	116	72				
Amounts reclassified from hedge reserve	(72)	(104)				
	44	(32)				

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 £28,000 (2018: £36,000).

20. SUBSIDIARY COMPANY

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

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

The aggregate assets of the subsidiary company were £3,311,807 (2018: £947,317) and the aggregate liabilities were £3,278,977 (2018: £903,133), resulting in shareholders’ funds of £32,830 (2018: £44,204).

The taxable profits earned by the company are donated to WWF-UK and in the current year amounted to £313,859 (2018: £281,192).

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

Profit and loss account	2019	2018
	£'000	£'000
Catalogue and retail sales	477	156
Corporate sponsorship and licensing	1,438	967
Turnover	1,915	1,123
Cost of sales	(450)	(261)
Gross profit	1,465	862
Administrative expenses	(1,168)	(585)
Operating profit	297	277
Interest receivable	6	2
	303	279
Gift Aid donation to WWF-UK	(314)	(281)
Retained profit for the year	(11)	(2)
Profit & loss account brought forward	44	46
Retained profit carried forward	33	44

21. GROUP STATEMENT OF FUNDS

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

	At 1 July	Income	Expenditure	Transfers	Net gains/	At 30 June
	2018			between	(losses)	2019
				funds		
Broadly restricted funds						
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)	-	-	-
Total project and broadly restricted funds	11,141	25,727	(24,663)	(2,192)	-	10,013

Living Planet Centre						
Living Planet Centre Rufford	4,014	-	(176)	-	-	3,838
Living Planet Centre other	1,729	-	(83)	-	-	1,646
Total Living Planet Centre funds	5,743	-	(259)	-	-	5,484
Total restricted funds	16,884	25,727	(24,922)	(2,192)	-	15,497

Unrestricted funds						
Designated reserves:						
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
Designated reserves	22,435	1,081	(5,220)	2,332	-	20,628
Hedge reserve	72	-	-	-	44	116
General reserve	19,202	39,451	(39,404)	(140)	647	19,756
Total unrestricted funds	41,709	40,532	(44,624)	2,192	691	40,500
Total funds	63,660	66,259	(69,587)	-	891	61,223

* 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.

PERMANENT ENDOWMENTS

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

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

RESTRICTED FUNDS

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

1. Other project, GAA and DFID restricted donations are where the donor has specified the project to be funded and neither income nor expenditure exceeds £300,000.
2. Other broadly restricted donations are where the donor has specified the restriction, but not the project to be funded, and neither income nor expenditure exceeds £300,000.
3. 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 £36,000 relates to 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 £2,634,000 relates to new fixed assets purchased in the year.
- The capital expenditure reserve represents resources allocated to cover future expenditure on major repairs and replacements for the Living Planet Centre building. This amount has been calculated on the basis of an independent professional assessment of likely future costs and is reviewed at regular intervals.
- The programmatic reserve represents funds received from a major legacy and from players of People’s Postcode Lottery (PPL) which had not been spent by the year end and which, while not restricted funds, the trustees believe should be designated for specific programmes including East Africa Savannahs, Coastal East Africa, the Living Planet Report, and the Northern Amazon Action Plan. It is planned that the carried forward will be fully spent during FY20.
- The public awareness reserve represents funds designated for a major public awareness project that commenced during the year ended 30 June 2018. WWF-UK has underwritten the costs associated with the activity. The increase in the reserve represents an increase in the cost of the project offset by further donations received.
- 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 second payment.
- The investment reserve is to provide for foreseeable volatility in the value of the unrestricted fixed asset investments.

HEDGE RESERVE

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

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 2019 was £64.9m (2018: £66.9m) and total expenditure was £68.2m (2018: £61.6m).

22. ANALYSIS OF GROUP ASSETS AND LIABILITIES BETWEEN FUNDS

	Unrestricted	Restricted	Endowment	Total	Total
	funds	funds	funds	2019	2018
	£'000	£'000	£'000	£'000	£'000
Intangible fixed assets	2,455	-	-	2,455	80
Tangible fixed assets – Living Planet Centre	9,316	5,484	-	14,800	15,457
Tangible fixed assets – other	444	-	-	444	343
Investments	17,302	-	5,226	22,528	21,083
Fixed assets	29,517	5,484	5,226	40,227	36,963
Current assets	20,272	10,013	-	30,285	32,662
Current liabilities	(9,289)	-	-	(9,289)	(5,965)
Net assets	40,500	15,497	5,226	61,223	63,660

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:

	2019	2019	2018	2018
	Land and buildings	Plant and machinery	Land and buildings	Plant and machinery
	£'000	£'000	£'000	£'000
Payments due:				
within one year	172	9	83	9
within two to five years	378	0	80	9
Total	550	9	163	18

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 £11.0 million (2018: £9.9 million).

25. GIFTS IN KIND

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

	£'000
Campaigning costs:	
Poster advertising space donated and used to promote awareness of the annual WWF Earth Hour and other campaigns	119
Donation of internet search terms to generate public awareness and for testing fundraising media	65
	184
Support costs:	
Pro bono legal services provided in connection with various contracts	88
Total gifts in kind received	272

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.

	2019	2018
	£'000	£'000
Due within:		
1 year	12,981	11,587
2 years	4,695	4,143
3 years	520	-
	18,196	15,730

27. CONTINGENT LIABILITIES

In accordance with normal business practice, WWF-UK has provided indemnities to the executors of certain estates. These indemnities provide legal recourse to the recovery of any over-payments up to the total value of receipts by WWF. The maximum possible liability arising from indemnities outstanding at the balance sheet date was £4,277,528 (2018: £4,124,625) with the maximum indemnity period being 12 years.

28. RELATED PARTY TRANSACTIONS

				2019	2018
3rd party organisation	WWF-UK officer	Position in 3rd party organisation	Transaction type	£'000	£'000
WWF International	Andrew Cahn, chair of WWF-UK	Trustee	Income	587	513
			Grant expenditure	4,288	5,203
			Other expenditure	37	101
			Loan outstanding	1,626	2,456
			Interest earned on loan	29	34
University College London	Professor Georgina Mace, trustee of WWF-UK	Professor	Other expenditure	24	137
Institute of Fundraising	Rohan Hewavisenti, ex-interim chief operating officer	Trustee	Other expenditure	21	16
Wildscreen	Colin Butfield, executive director of Our Planet	Ex-trustee	Other expenditure	18	18
Greenpeace UK	Lyndall Stein, ex-interim executive director of supporter income and engagement	Director	Income	15	-

Trustees and other related parties, including key management personnel, made donations to WWF-UK during the year totalling £4,042 (2018: £3,668).

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

	2019	2018
	£'000	£'000
Intercompany balances		
Amounts due from WWF-UK (World Wide Fund for Nature) Trading Limited	568	328
Transactions with WWF-UK (World Wide Fund for Nature) Trading Limited		
WWF-UK income received by the subsidiary	51	300
Subsidiary income received by WWF-UK	1,005	234
Payments made by WWF-UK on behalf of subsidiary	642	235
WWF-UK expenditure recharged to subsidiary	1,063	444
Subsidiary VAT paid by WWF-UK	615	162
Gift aid donation from subsidiary to WWF-UK	314	281

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 £480,000. This 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:

	2019	2018
	£'000	£'000
Ticket value	3,378	16,446
Prize fund	(1,351)	(6,578)
Management fee	(946)	(4,685)
Net proceed received	1,081	5,183

33. PRIOR YEAR CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES (RESTATED*)

		Unrestricted funds	Restricted and endowment funds	Total 2018
	Notes	£'000	£'000	£'000
Income and endowments from:				
Donations and legacies				
Membership and donations from individuals		22,363	12,096	34,459
Corporate donations		817	5,740	6,557
Charitable trusts		245	1,782	2,027
Legacies		11,437	4,023	15,460
Gifts in kind		305	-	305
		35,167	23,641	58,808
Charitable activities				
Aid agencies and government grants	4	-	310	310
Corporate income		-	48	48
Income from non-governmental organisations		46	1,499	1,545
		46	1,857	1,903
Other trading activities				
Corporate income		53	746	799
Lottery promotions		5,185	-	5,185
Other trading income		207	18	225
		5,445	764	6,209
Investments	3	696	15	711
Total income		41,354	26,277	67,631
Expenditure on:				
Raising funds				
Costs of raising voluntary income		8,900	3,630	12,530
Investment management fees		133	43	176
Total expenditure on raising funds	6	9,033	3,673	12,706
Charitable activities				
Charitable activities	5,6	30,519	18,380	48,899
Gifts in kind	6	213	-	213
Total expenditure on charitable activities		30,732	18,380	49,112
Reorganisation costs				
	6	555	-	555
Total expenditure		40,320	22,053	62,373
Net income before gains on investments		1,034	4,224	5,258
Net gains on investments		507	165	672
Net income		1,541	4,389	5,930
Fair value movements on cash flow hedges		(32)	-	(32)
Net movement in funds		1,509	4,389	5,898
Total funds brought forward	34	40,200	17,562	57,762
Total funds carried forward	34	41,709	21,951	63,660

*Prior year cost allocations have been restated to reflect the new strategy.

34. PRIOR YEAR GROUP STATEMENT OF FUNDS

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

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

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

	At 1 July 2017	Income	Expenditure	Transfers between funds	Net gains/ (losses)	At 30 June 2018
Living Planet Centre						
Living Planet Centre Rufford	4,205	-	(191)	-	-	4,014
Living Planet Centre other	1,818	-	(89)	-	-	1,729
Total Living Planet Centre funds	6,023	-	(280)	-	-	5,743
Total restricted funds	12,617	26,277	(22,010)	-	-	16,884

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

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

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

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

WWF-UK CORPORATE DIRECTORY

The information shown below is that pertaining between 1 July 2018 and 9 October 2019, the date of signing the accounts.

President: HRH The Prince of Wales

Trustees	Committees
Sir Andrew Cahn KCMG (Chair)	N
Jane Cotton (retired July 2019)	A, F
Ila Kasem	A
Sir Michael Dixon	F, N (P – resigned November 2018)
Professor Georgina Mace	P
Mark Richardson	A, F, Inv
Professor Malcolm Press	N (P – resigned April 2019)
Catherine Dugmore	A, F, N, Inv
Andrew Green	F
Professor Eleanor Milner-Gulland	P
Steve Morris (appointed November 2018)	
Justin Mundy (appointed December 2018)	

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

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

Independent members and external advisers	Committees
Paul Ekins	P
Elizabeth Passey (resigned April 2019)	P
Andy Wales (resigned April 2019)	P
Alex Rogers (resigned April 2019)	P
Debbie Pain (resigned April 2019)	P
Isabelle Durance	P
James Mayer (resigned April 2019)	P
Yadvinder Malhi (resigned April 2019)	P
Farhana Yamin (joined May 2019)	P
Neil Burgess (joined May 2019)	P
Ruchi Tripathi (joined May 2019)	P
Mike Hoffmann (joined May 2019)	P
Laura Hobbs (appointed September 2019)	Inv

Committees	Chair
(A) Audit Committee	Mark Richardson
(F) Finance and Business Committee	Catherine Dugmore
(N) Nominations and Remuneration Committee	Sir Andrew Cahn KCMG
(P) Programme Committee	Professor Georgina Mace (resigned February 2019) Eleanor Milner-Gulland (appointed March 2019)
	Catherine Dugmore
(Inv) Investment Sub-Committee	

The executive group/principal officers

Chief executive	Tanya Steele
Interim chief operating officer	Rohan Hewavisenti (resigned November 2018)
Chief operating officer	Madeline Denmead (appointed October 2018, resigned June 2019)
	Lyndall Stein (resigned January 2019)
Interim executive director of supporter income and engagement	Michael Dent (appointed January 2019)
Executive director of supporter income and engagement	Mike Barrett
Executive director of science and conservation	Tony Juniper (resigned March 2019)
Executive director of advocacy and campaigns	Katie White and Kate Norgrove (both appointed September 2019)
Executive directors of advocacy and campaigns	Lisa Lee
	Colin Butfield

Company secretary

Andrew Napier (resigned July 2019)
Laura Winn (appointed July 2019)

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 oPA
Auditor	Crowe U.K. LLP St Bride’s House 10 Salisbury Square London EC4Y 8EH
Legal advisers	Farrer & Co 66 Lincoln’s Inn Fields London WC2A 3LH

Investment managers

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

FRONT COVER, JAGUAR, NOURAGUES NATURAL RESERVE, FRENCH GUIANA © EMMANUEL RONDEAU / WWF FRANCE
BACK COVER, AMAZON RAINFOREST FIRE IN AUGUST 2019, PORTO VELHO, BRAZIL © MICHAEL DANTAS / WWF-BRAZIL
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