



WWF

ANNUAL  
REVIEW

INT

2016



For a future in which people live in  
harmony with nature together possible™

## Front cover

Pictured is the Belize Barrier Reef, just one of the UNESCO World Heritage sites that WWF is campaigning to protect. These sites contain some of the planet's most extraordinary natural places but many are now at risk from unsustainable development. Read more on page 26.

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WWF is one of the world's largest and most experienced independent conservation organizations, with over 25 million followers and a global network active in more than 100 countries.

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

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# TOGETHER, IS A BETTER FUTURE POSSIBLE?

Whoever we are, wherever we live, every one of our futures is linked to nature. WWF's *Living Planet Report 2016* highlighted a 58% decline in populations of over 3,700 species since 1970 – a powerful warning sign of the impact we are having on the planet and that, together, we urgently need to live more sustainably. WWF is here to help people work together for a better future. Read the *Living Planet Report* at [wwf.panda.org/LPR](http://wwf.panda.org/LPR)

# HOPE AND OPPORTUNITY

People are coming together to fight for our shared future.



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Yolanda Kakabadse  
President,  
WWF International

This is a decisive moment in human history. We're changing the planet in unprecedented ways, and if we carry on like this then the consequences will be disastrous. But right now, we still have an opportunity to do something about it. If we come together to take the decisive steps needed, the prize is a sustainable future where people live in harmony with nature.

We must be in no doubt of the size of the challenge. In 2016, WWF's *Living Planet Report* revealed that global wildlife numbers are on course for a two-thirds decline in the 50 years to 2020, due entirely to human activity. Habitat loss, degradation and overexploitation of wildlife are at levels where a sixth mass extinction is a genuine possibility – and when biodiversity disappears, ecosystems fall apart. Add in climate change, and our future hangs in the balance.

But if humanity can cause this damage, we can fix it too: this is the other crucial message of the *Living Planet Report*. Globally, food and commodity production, energy and financial systems need urgent and radical change. WWF is deeply involved in all these areas, working together across our network, across borders, across sectors and societies to help humanity make the right choices for our children and grandchildren.

We were pleased to see how in 2016 the world came together to fight for our shared future. With the Paris Agreement ratified, nations are starting to act on their climate commitments. There's real momentum toward the biodiversity targets set for 2020, while the Sustainable Development Goals are focusing efforts to solve the biggest social and environmental challenges of our time.

For the first time in history, we know we can destroy our future. But we also know what we need to do to save it – and that together, really anything is possible.

**For the first time in history, we know we can destroy our future. But we also know what we need to do to save it – and that together, really anything is possible.**

# IS THIS THE TURNING POINT?

Amid the negative impacts, a new and positive direction for the planet and our future is taking root.



Marco Lambertini  
Director General,  
WWF International

Against the odds, 2016 was a tremendous year for our planet.

A year in which the pressure on the planet's life support systems continued to grow but where we also witnessed unprecedented commitments to take action.

The climate continued to warm, in fact faster than predicted, with record-breaking temperatures all around the world.

Climate change was alarmingly visible, with dramatic events such as the continuing low for Arctic summer ice, the huge new cracks opening in the Antarctic ice shield, and perhaps most shocking of all the widespread coral bleaching in the Pacific and Indian oceans.

Air pollution repeatedly reached red alert status in megacities like Beijing and Delhi. Even Paris, home to the historic climate agreement, was blanketed in heavy smog, forcing restrictions on the circulation of vehicles.

And the problem of ocean plastic emerged from the environmental shadows – no longer an inconvenient aesthetic problem, it is recognised as a serious threat to wildlife and, through the food chain, to people.

2016 was, in many ways, the year that the evidence was unequivocal about the impact of people and the consequences on the planet and our own civilisation. Our 2016 *Living Planet Report* clearly documented the fast decline of biodiversity as the ultimate indicator of the state of the planet.

## Unprecedented resolve

Perhaps it is the evidence of impact that is beginning to trigger unprecedented resolve in responding to the threats. Not surprising. We humans are better at reacting... than preventing.

Although there is still much to do in avoiding the dangers of climate change, and despite some surging denialism, it was amazing to see the Paris Agreement come into force even before its first anniversary and the Marrakesh Climate conference call for more ambitious emission cuts. WWF will keep up the pressure to help this extraordinary increase in commitment take root.

There was also good news about investment in renewables, particularly in the main CO<sub>2</sub> emitting countries such as China and India. This has contributed to flat global energy-related CO<sub>2</sub> emissions for a third year in a row amid a background of economic growth. A very encouraging development.

It was a similar story of hope amid the gloom in the fight to conserve the planet's wildlife, with a series of massive boosts that strengthened our resolve. >



- Strong decisions taken at CITES (the Convention on International Trade in Endangered Species of Wild Fauna and Flora) will help safeguard the future of key species.

This included confirmation of the international trade ban on ivory and rhino horn, despite attempts to lift it, and new bans for heavily traded species such as pangolins and African grey parrots. In all, 90 per cent of WWF requests for stricter trading regulations were adopted.

But even more stunning news was to come.

At the end of year, China announced a ban on domestic ivory trade – to be enforced by the end of 2017. Deciding that the ancient tradition of ivory carving has no place in the 21st century shows amazing leadership and gives a much-needed lifeline to elephants.

WWF, who advised the Chinese government on this decision, will step up its efforts to capitalize on this major opportunity – supporting enforcement and campaigning to eliminate demand, the ultimate solution to elephant poaching.


Many years of tireless effort by WWF and its partners were rewarded by other historic news. The panda was upgraded to ‘vulnerable’ status on IUCN’s Red List of Threatened Species after a 17 per cent population increase. A truly historic milestone and a positive sign that the panda still has a future.

Oceans also continued to climb the global political agenda, with landmark announcements of huge new marine protected areas, from northern Hawaii to the southern Pacific Ocean and the Antarctic Ross Sea. Forgotten for decades, only 5 per cent of the oceans are currently protected. But there is now an exciting momentum for change, with marine protected areas almost doubling in the past few years and an unprecedented awareness of the state of the oceans and their global importance. It seems that finally we are no longer taking oceans for granted.

The combination of the escalating environmental crisis together with a surge in commitments and action to tackle this suggests that we are a society in transition. If there was a moment in which a turning point for the planet and our own future was in sight... that moment is today. We are beginning to understand the importance of a stable climate and rich natural systems. We know the problems and the consequences of our destructive development model.

Ensuring we steadily accelerate towards an ecologically sustainable future is more vital than ever before – conserving the stunning diversity of life that makes Earth a living planet and ensuring the environmental services that underpin social and economic development. With a stronger-than-ever sense of belief, urgency, responsibility and excitement, WWF’s new strategy and initiatives aim to bring an accelerating positive impact

This is our resolve, our promise. Together, we can make it happen.



“If there was a moment  
in which a turning point  
for the planet and our  
own future was in sight  
...that moment is today.”

Marco Lambertini  
Director General

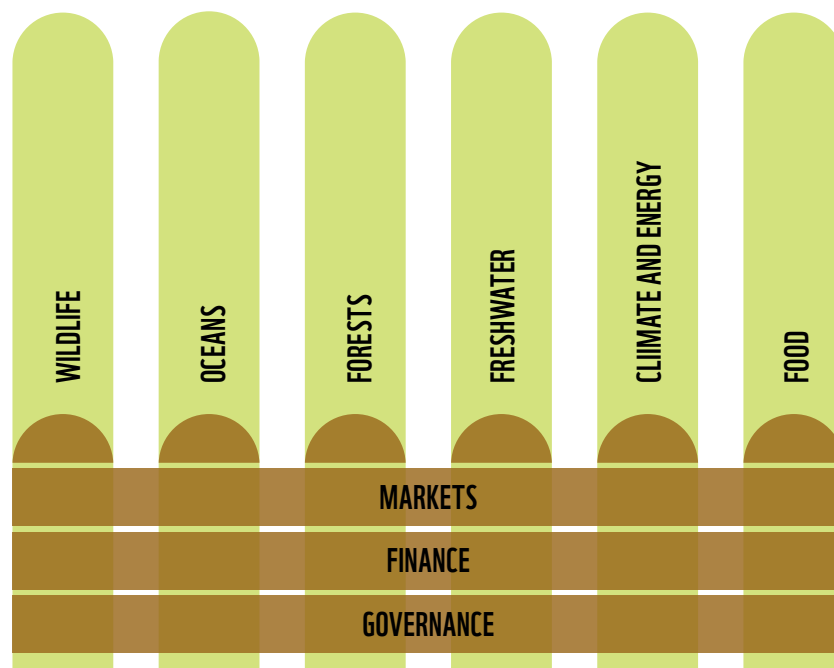
# THE 'NEW', EVEN STRONGER WWF

At times of striking contrast between ecological crisis and transformational opportunities, our new strategy and structures support a stronger-than-ever obsession for impact at scale.

Our new strategy is focused around six transformational Global Goals and three cross-cutting drivers of environmental degradation. It is designed to tackle the most pressing challenges for the planet and our society, and to represent our contribution to the global agenda of the UN's Sustainable Development Goals.

The new strategy aims to bring together our large worldwide network, uniquely able to link local presence and knowledge to global scale and influence. To mobilise a global movement of hundreds of millions to combat climate change and loss of nature. To support local and indigenous communities in managing sustainably natural places and systems. And to build even more powerful partnerships with business, governments and civil society to join forces around common visions.

A 'new' WWF that builds on our amazing track record of impact and influence, and adapts to the greater more complex challenges and new opportunities of our time.





# PRIORITY PLACES

As we pursue our global thematic goals, we'll continue to strengthen our field work and presence on the ground, focusing our efforts on the most important places for conservation. These 35 priority places are home to irreplaceable and threatened biodiversity and unique ecosystems.

- |                                     |                                    |                                      |
|-------------------------------------|------------------------------------|--------------------------------------|
| 1 African Rift Lakes Region         | 13 Coral Triangle                  | 26 Orinoco River and Flooded forests |
| 2 Altai-Sayan Montane Forests       | 14 Eastern Himalayas               | 27 Southeastern Rivers and Streams   |
| 3 Amazon and Guianas                | 15 Fynbos                          | 28 Southern Chile                    |
| 4 Amur-Heilong                      | 16 Galapagos                       | 29 Southern Ocean                    |
| 5 Arctic Seas (plus boreal/tundra)  | 17 Greater Black Sea Basin         | 30 Southwest Australia               |
| 6 Atlantic Forests                  | 18 Lake Baikal                     | 31 Southwest Pacific                 |
| 7 Borneo                            | 19 Madagascar                      | 32 Sumatra                           |
| 8 Cerrado-Pantanal                  | 20 Mediterranean                   | 33 West Africa Marine                |
| 9 Chihuahuan Deserts and Freshwater | 21 Mekong Complex                  | 34 Western Ghats                     |
| 10 Choco-Darien                     | 22 Miombo Woodlands                | 35 Yangtze Basin                     |
| 11 Coastal East Africa              | 23 Namib-Karoo-Kaokoveld           |                                      |
| 12 Congo Basin                      | 24 New Guinea and Offshore Islands |                                      |
|                                     | 25 Northern Great Plains           |                                      |







## THE VALUE OF NATURE

Here in Nepal, a WWF-backed initiative has enabled communities to manage their forests and grasslands sustainably, regenerating previously degraded land and supporting local livelihoods. We need to ensure people all around the world also recognise the value of nature. So in 2016 we signed a partnership with the UN Convention on Biological Diversity to lead efforts to achieve their 2020 Aichi Target 1 – raising international awareness of the values of biodiversity. It's an exciting mission, with great potential to increase global environmental education efforts.







# OUR SIX GLOBAL GOALS

The unprecedented loss of nature and the unsustainable consumption revealed in our Living Planet Report make the urgent need for action starkly clear. WWF is focused on driving transformational change towards our six global goals. We are designing a set of new high-impact initiatives that will significantly take us closer to achieving our goals as a contribution to the global sustainable development agenda.



## WILDLIFE

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The world's most threatened and ecologically, economically and culturally important species are secure in the wild



## OCEANS

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Productive and resilient ocean ecosystems sustain human well-being and conserve biodiversity



## FORESTS

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A world enriched by extensive, resilient forest landscapes benefiting biodiversity, people and climate





## FRESHWATER

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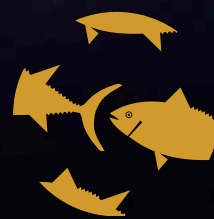
Freshwater ecosystems and their services sustain people and nature



## CLIMATE AND ENERGY

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By 2030, an equitable and just transition, that limits warming to 1.5°C, protects people and biodiversity and builds a climate-resilient future, is underway



## FOOD

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Sustainable food systems conserve nature while ensuring food security now and in the future

# WILDLIFE

**Our goal: the world's most threatened and ecologically, economically and culturally important species are secure in the wild.**

## CITES SUCCESSES

There were some big wins for our goal of ending the illegal trade in wildlife. At the world's largest ever wildlife trade conference, attended by governments who sign up to the Convention on International Trade in Endangered Species of Flora and Fauna (CITES), all our major asks were achieved. This included better protection for pangolins – the world's most trafficked mammal – as well as grey parrots, sharks and rays. Global bans on trade in ivory and rhino horn were also maintained. And for the first time, there were also resolutions on tackling corruption and reducing demand for products from endangered species.

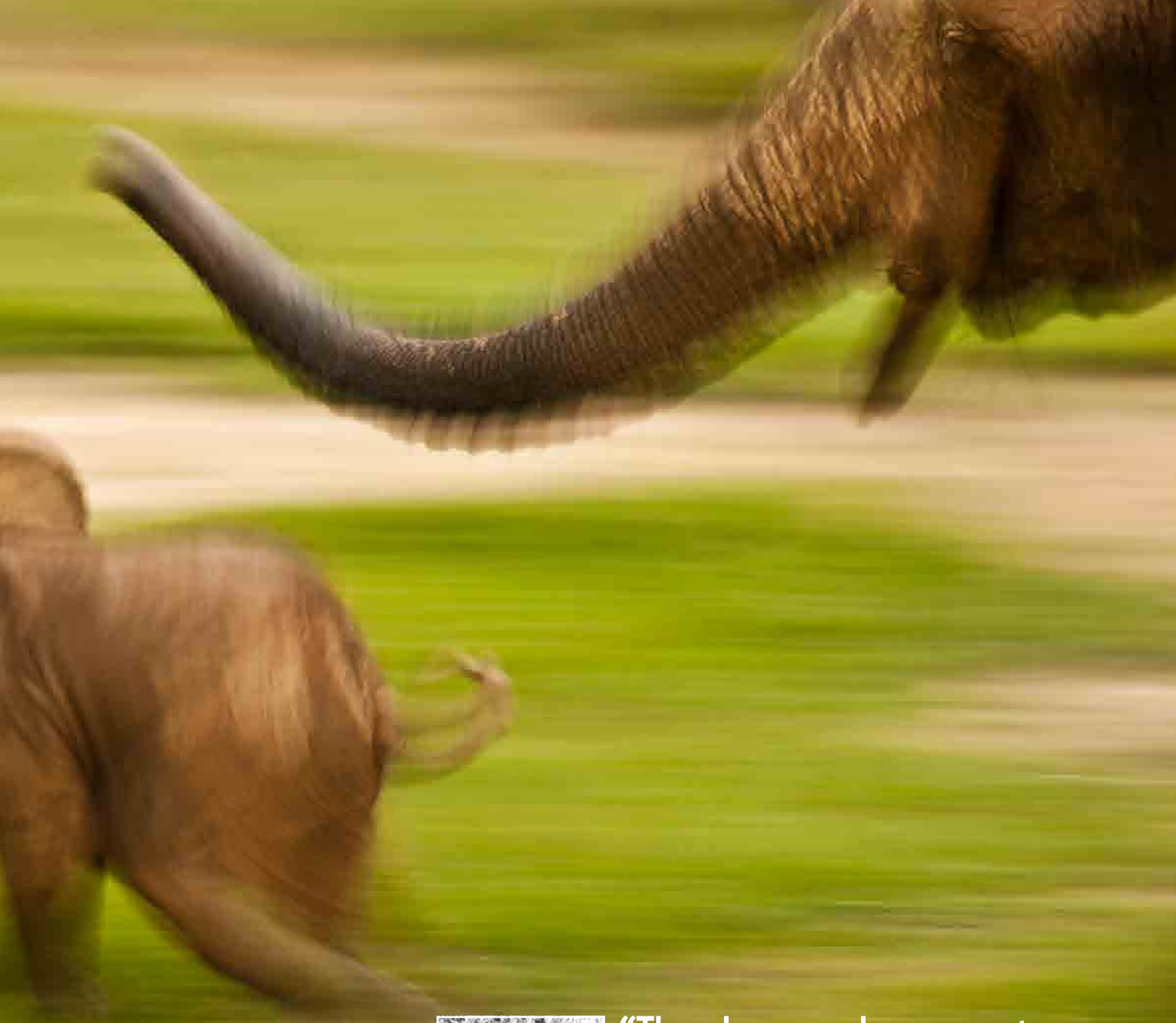
## CHINA TO BAN DOMESTIC IVORY TRADE

WWF resolutely supported the watershed decision by the Chinese government to end the world's primary legal ivory market by the end of 2017. This represents a major boost to international efforts to tackle the elephant poaching crisis in Africa, where up to 20,000 elephants are taken illegally each year. This builds on other positive governmental decisions in 2016: the US introduced strict domestic ivory regulations, while Hong Kong announced a ban that will come into force in five years.

## PANDAS OUT OF THE RED

After many years of sustained effort, the giant panda – WWF's symbol and a flagship species for conservation – is no longer listed as endangered. Its status was upgraded to vulnerable on the IUCN Red List of Threatened Species, following a 17 per cent population increase over the last decade. But there was bad news too: the eastern lowland gorilla – the world's largest ape – is now critically endangered, and wildlife numbers globally continue to fall.





**“There has never been a greater opportunity and incentive for us to conserve our precious wildlife. More and more WWF is igniting the power of its vibrant networks and its partnerships with communities, businesses and governments.”**

Margaret Kinnaird  
Leader, Wildlife Practice



# OCEANS

Our goal: productive and resilient ocean ecosystems sustain human well-being and conserve biodiversity.

## OVER 1.5 MILLION KM<sup>2</sup> PROTECTED

The creation of the world's largest marine conservation plan for 1.5 million km<sup>2</sup> of wilderness in Antarctica's Ross Sea was one of the key advances in marine protection after concerted WWF global work and with our partners. Malaysia established the Tun Mustapha Park, which will provide important protection to the marine resources of the Coral Triangle. There were also major advances in marine protected areas in the territories of Chile, Ecuador, New Zealand, South Africa, Spain, the UK and the USA. And offshore oil exploration permits were relinquished in Lancaster Sound in the Canadian Arctic – home to three-quarters of the world's narwhals. This clears the way for a marine conservation area in one of the most critical Arctic regions.

## FISHERIES BREAKTHROUGHS

A groundbreaking international treaty to stop illegal fishing came into force, signed by the EU and 29 other nations. Working closely with a number of partners, WWF played a key role in Europe, Mauritius, Mozambique and South Africa supporting and agreeing to the treaty (the Port State Measures Agreement). We are also working with governments to support the ongoing ratification processes in Kenya and Madagascar. Significant WWF input and collaboration with Indian Ocean Tuna Commission (IOTC) member states led to key measures to protect tuna populations in the Indian Ocean. The IOTC agreed on measures to control the harvest of skipjack tuna and reduce overfishing of yellowfin tuna. Also, a new WWF partnership with the tuna industry on the largest fisheries improvement project to date will ensure that almost all of the Indian Ocean purse-seine tuna fishery is working together towards sustainable and transparent fishing.

## US\$5.4 BILLION

A new WWF report showed just how important a healthy ocean is to Melanesia. *Reviving Melanesia's Ocean Economy: The Case for Action* calculated the ocean 'assets' of Fiji, New Caledonia, Papua New Guinea, Solomon Islands and Vanuatu at more than US\$548 billion, providing an annual economic output of US\$5.4 billion. The report highlighted clear actions needed to rebuild eroding ocean assets such as coral reefs, mangroves and fish stocks – all essential for biodiversity and human well-being. The report is already influencing policy discussions in the region, including the implementation of the UN Sustainable Development Goals.







**“Now is the time for a new level of action so that the ocean can better withstand the growing pressures it faces and still deliver the enormous benefits that support human well-being and all life on Earth.”**

John Tanzer  
Leader, Oceans Practice



# FORESTS

Our goal: a world enriched by extensive, resilient forest landscapes benefiting biodiversity, people and climate.

## US\$200 MILLION

The World Bank provisionally approved the Democratic Republic of Congo's Emissions Reduction Programme, the largest forest landscape conservation project in Africa. The US\$200 million programme will target the drivers of deforestation across almost 10 million hectares of tropical forests. It's one of the most ambitious initiatives yet developed under REDD+, the international initiative for reducing emissions from deforestation and forest degradation. WWF has been a key player in the programme, working with government, the private sector, indigenous peoples and local communities.

## PROGRESS ON RESPONSIBLE FORESTRY

Our efforts to promote legal and responsible forest management brought some significant results this year. These included the first Forest Stewardship Council (FSC) certification of merbau, a popular but threatened tropical hardwood, in Papua; a 70 per cent increase in FSC certified area in Argentina; and the first shipment of legally licensed wood products from Indonesia to Europe.

## BOOST FOR ROSEWOOD PROTECTION

Rosewood trees got greater protection after a decision by the Convention on International Trade in Endangered Species of Flora and Fauna (CITES) to protect key species from overexploitation. WWF advocacy efforts played a key role in this development. Rosewood, a tropical hardwood that's found in everyday items like furniture and guitars, is facing extinction in many regions due to overexploitation. The CITES decision will protect the entire *Dalbergia* genus, including those in high demand, which will help prevent further extinction.

*On page 30: find out how we'll be managing **Salonga National Park** in the Democratic Republic of Congo as part of a new partnership. Covering over 33,000km<sup>2</sup>, it's Africa's largest forest national park.*







**“The need to tackle deforestation and forest degradation has never been greater. The WWF forest community’s immense knowledge base and ability to find solutions builds a solid foundation for us to achieve impact at scale.”**

Alistair Monument  
Leader, Forest Practice



# FRESHWATER

Our goal: freshwater ecosystems and their services sustain people and nature.

## 100 MILLION HECTARES

In February, the declaration of seven wetland sites in Zimbabwe under the Ramsar convention marked a major milestone. Since 2000, WWF's efforts have supported the protection of over 100 million hectares of wetlands worldwide. This represents just under half of the total area of wetlands – the globe's most biologically diverse ecosystems – designated under Ramsar since the convention was signed in 1971.

## SEISMIC SHIFT

WWF has been a driving force behind a critical shift in corporate culture away from responsibility for individual water use towards a collective, shared river basin approach. By the end of 2016, the WWF-backed Alliance for Water Stewardship boasted 3 fully certified sites with 35 more in the pipeline, which will help to responsibly manage millions of litres of water. Meanwhile, WWF also helped to shape the binding new commitments on water stewardship that were adopted by the International Council on Mining and Metals, whose members include 23 of the world's leading mining companies – throwing down the gauntlet to other sectors.

## FOOD AND BEVERAGE INDUSTRY

Seven global food and beverage companies announced commitments to work with thousands of growers in their global supply chains to reduce their water use and pollution impacts as part of a WWF-backed initiative. The AgWater Challenge, organised by WWF and sustainability organization Ceres, helps companies make measurable commitments on water impacts linked to key agricultural commodities. Representing over \$123 billion in annual net revenue, Diageo, General Mills, Hain Celestial Group, Hormel Foods, Kellogg Company, PepsiCo and WhiteWave Foods each announced a package of measures for their global supply chains.







**“With freshwater challenges rising in importance globally, WWF is providing effective solutions through innovative tools and techniques and transformational partnerships with governments, businesses and financial institutions.”**

Stuart Orr  
Leader, Freshwater Practice

# CLIMATE AND ENERGY

Our goal: by 2030, an equitable and just transition, that limits warming to 1.5°C, protects people and biodiversity and builds a climate-resilient future, is underway.

## 132 COUNTRIES

On 4 November 2016, less than a year after it was announced, the Paris climate agreement came into force. So far, of the 194 countries that signed the treaty, 132 have ratified it, making it legally binding. The progress has been quicker than almost every UN treaty in history, reflecting the urgent need to keep the global temperature increase to well below 1.5°C. Also in November, our partnership efforts resulted in 200 global companies committing to emissions reduction targets that support this ambition. We remain focused on translating the intention behind the Paris Agreement into reality on the ground.

## CHANGE IN THE AIR

The Paris Agreement has a notable gap: it does not mention the rapidly-growing emissions from aviation. So when countries at the UN's International Civil Aviation Organization (ICAO) agreed to take a first step to address emissions from international aviation by adopting a global market-based measure for the sector in October, it was an encouraging development after years of discussions. The agreement as it stands falls short of achieving the ICAO's own goal of carbon-neutral growth by 2020 – but it's the first time an entire global sector has agreed to a cap on net carbon emissions. WWF was instrumental in convincing countries to establish that countries must review the measure's effectiveness every three years to align with the 1.5°C temperature threshold in the Paris Agreement.

## HFC BREAKTHROUGH

In October, 170 countries agreed to amend the Montreal Protocol to limit and reduce the use of hydrofluorocarbons (HFCs), which could avoid up to 0.5°C of warming by the end of the century. HFCs – mostly used in air conditioners, insulants and refrigeration – are the fastest-growing greenhouse gases in many parts of the world. Some estimates put their global warming impact at up to 10,000 times that of carbon dioxide. WWF welcomed the news, saying it sends a powerful signal that governments are serious about tackling climate change.







**“The Paris Agreement has created a unique framework for partnership among governments, businesses, civil society, faith groups and communities to collaborate and rally behind this crucial common cause for the planet.”**

Manuel Pulgar-Vidal  
Leader, Climate & Energy Practice



# FOOD

Our goal: sustainable food systems conserve nature while ensuring food security now and in the future.

## ELIMINATING DEFORESTATION

The Collaboration for Forests and Agriculture, launched in 2016, aims to eliminate deforestation in the soy and beef supply chains in the Amazon, Cerrado and Chaco regions in Brazil, Paraguay and Argentina. We're leading this ambitious partnership alongside the National Wildlife Federation and The Nature Conservancy. Also in 2016, the Soy Moratorium – which has virtually eliminated deforestation due to soy in the Brazilian Amazon – was renewed indefinitely. We're involved in discussions to extend it to the Cerrado savannah, with support from the Brazilian government.

## ENGAGING CONSUMERS

Consumers' choice of food impacts their health and the environment. To help them make informed choices, WWF has launched digital apps and guides in many markets including the LiveWell for Life project for Europe. Our work also helped increase the availability of sustainable seafood. The volume of salmon certified by the Aquaculture Stewardship Council (ASC) more than doubled in 2016 to a third of global production. In partnership with WWF, John West Australia became the world's largest supplier of Marine Stewardship Council (MSC) certified tuna and IKEA now sells only certified seafood to its 600 million customers in 47 countries.

## REDUCING FOOD WASTE

The expansion of agriculture is driving habitat loss and putting extreme pressure on global biodiversity. Worse still, biodiversity loss is exacerbated by an estimated 30-40% of food production lost or wasted throughout the food system. In developing countries, much of the loss is estimated to be on farm or at post-harvest. In developed countries, it's estimated most food waste is generated by consumer-facing businesses and in homes. The WWF network is working together to conduct innovative food waste pilot programmes and interventions with producers, schools, local governments and the private sector. These interventions aim to institutionalize food waste reduction across entire industries via campaigns focused on reducing food waste generation, increasing food recovery, and eliminating food waste going to landfills. In 2016, WWF launched pilot projects with the hotel industry and schools in the US and will launch an institutional food waste reduction campaign in 2017.







**“The Living Planet Report makes it clear that we need a fundamental change to the global food system. We’re involved at every stage from farm to fork – from working with producers on ways to increase productivity while conserving nature, to promoting more sustainable food consumption choices.”**

Jean Timmers  
Interim Leader, Food Practice



# ENABLING OUR GLOBAL GOALS

Changes to the way finance, governance and markets operate will help deliver the sustainable development needed to deliver our global goals.

## FINANCE

WWF's objective is to encourage a meaningful shift in Finance to achieve our Global Goals. The global finance system enables all types of economic activity, and this activity can have a significant impact on our planet. Environmental risks and opportunities are becoming increasingly important to financial decision-making. However, more needs to be done. We will focus on influencing the financial system to improve decision making on environmental risks, deliver investment for sustainable development, and drive sustainable practices in areas of the economy that produce goods and services.

## GOVERNANCE

We believe that power and responsibilities need to be exercised in a way that delivers sustainable development. This involves creating governance mechanisms that provide participation, access, transparency, accountability and rights to people so that they can influence decisions that meet economic needs while protecting the environment. Difficult challenges have to be hurdled to achieve this. These include involving previously excluded stakeholders such as indigenous peoples and local communities, and encouraging the corporate sector to bring social benefits and equity into its decision making.

## MARKETS

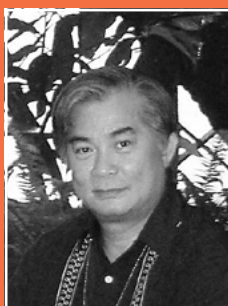
We want to see a shift in international markets to more sustainable production and consumption. We will help enable this by building on our work with international companies and globally traded commodities to encourage initiatives that protect ecosystems. We will also work directly with consumers, especially around illegal wildlife, to encourage changes in consumption behaviour. And we will support community-based enterprises to be more profitable, ensuring that communities have a vested interest in protecting ecosystems.





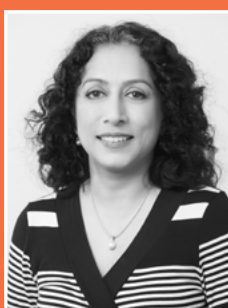
**“WWF’s objective is to encourage a meaningful shift in Finance to achieve our Global Goals.”**

Margaret Kuhlow  
Leader, Finance Practice



**“Good governance is a key enabler for bringing sustainability into development.”**

Delfin Ganapin  
Leader, Governance Practice



**“We need innovative and collaborative solutions that engage the markets from producers to consumers.”**

Kavita Prakash-Mani  
Leader, Markets Practice









## #SAVEOURHERITAGE

UNESCO World Heritage sites contain some of the planet's most extraordinary natural places. As well as supporting countless CITES-listed species, they provide food and livelihoods, water and well-being for millions of people. 193 nations have pledged to protect them – but many are at risk as governments and companies place short-term profits above priceless nature.

In 2016, the WWF Network came together to work globally with intergovernmental organizations, governments, industries and investors to protect our shared heritage.

We called on two key players to take action: UNESCO to be more robust in protecting natural World Heritage sites from unsustainable development and more transparent about its decision making; and the Organisation for Economic Co-operation and Development to strengthen guidelines for businesses on development within the site areas.

We brought this story to life for people around the world by focusing on three flagship sites facing serious threats: Doñana National Park in Spain, Selous Game Reserve in Tanzania, and the Belize Barrier Reef. >

**“We need to realise that we don't just need people to protect nature, but that nature protects people in so many ways.”**

Marco Lambertini  
Director General

# #SAVEOURHERITAGE

Co-ordinated action, with the help of WWF supporters around the world, has brought significant progress for the protection of iconic natural places.

## REPORT SHOWS THREAT

**April:** WWF grabs headlines worldwide with a report finding that half of natural World Heritage sites are under threat from harmful industrial activities. Coverage appears in 600 news outlets in 20 languages.

## INVESTORS USE INFLUENCE

**May:** Following engagement from WWF, investors write to the top 15 extractive companies that haven't committed to staying out of World Heritage sites, asking them to do so.

## SELOUS CAMPAIGN LAUNCHES

**June:** The Selous campaign launches with a rallying cry to safeguard the elephant population and tackle threats of industrial development. Tanzania's deputy minister for natural resources and tourism calls WWF's effort "a turning point for poaching in Selous".

## MINING INDUSTRY ACTION

**September:** Mining industry association ICMM – whose members have voluntarily committed not to mine or explore in World Heritage sites – calls on governments to increase protection of World Heritage sites.

## SEISMIC TESTING HALTED

**October:** The Belize government unexpectedly decides to allow offshore seismic testing for oil – but swiftly changes its mind after WWF and civil society groups lead a global outcry.

## ACTION IN BULGARIA

**November:** Under the umbrella of the global campaign, a regional effort is launched to save Pirin National Park in Bulgaria – a World Heritage site under threat from forest clearance and unchecked ski resort development.

## VICTORY IN DOÑANA

**December:** A big victory in Doñana, as Spain officially agrees not to authorize destructive dredging of the site.



**1 million**  
Campaign actions  
taken by WWF  
supporters



WWF network  
offices involved  
in the campaign



## **PARTNERSHIPS**

**Transformational change depends on the energy, co-operation and support of many parties, ranging from public and private sector bodies to civil society and individual donors. We are building a strong global coalition with the determination to succeed. >**

# PUBLIC SECTOR PARTNERSHIPS

Engagement with the public sector provides a route to scale for many of our most important programmes and priorities.

It enables us to influence international financial frameworks to mobilize a level of resources we'd never be able to match on our own, while playing a leading role in their deployment on the ground. And as sustainability becomes an increasingly important factor in development planning and government policy, we can offer significant expertise and experience.

In 2016, we became an international implementing entity of the **Green Climate Fund**, the climate change funding mechanism set up through the Paris Agreement – meaning we'll be able to draw on the fund to support governments in designing climate programmes and projects. As a project agency for the **Global Environment Facility**, which invests in the planet's biggest environmental issues, we have been given a role to help governments fulfil their environmental goals and priorities. We work on several projects, including helping to expand Madagascar's marine protected areas with the Malagasy government and the World Bank.

We were one of the key contributors to the Africa Development Bank's influential **African Economic Outlook Report**, launched in May 2016. Our expertise – underpinning the section on Sustainable Cities and Structural Transformation – means we're able to help define development pathways across the continent, highlighting the importance of environmental sustainability in economic growth.

In the Democratic Republic of Congo (DRC), the long-term support of our development partners USAID and the German development bank KfW enabled WWF-DRC to sign an agreement with the Congolese Institute for Nature Conservation to co-manage the **Salonga National Park**, the largest in Africa. We'll be assuming technical leadership of the project, working with partners like Oxfam in the park's vicinity on rural development and sustainable agriculture. Vital funds and resources to the tune of €17 million are provided by the European Union Development Fund.

We also received the prestigious **Energy Globe Award** for our EcoMakala project in the eastern DRC. The project is an important example of different partners coming together and of conservation supporting development. The project enables local people to grow wood for charcoal, while introducing more efficient stoves to reduce energy use. This helps to protect natural forests in crucial areas around Virunga National Park, while improving people's health and generating much needed income.

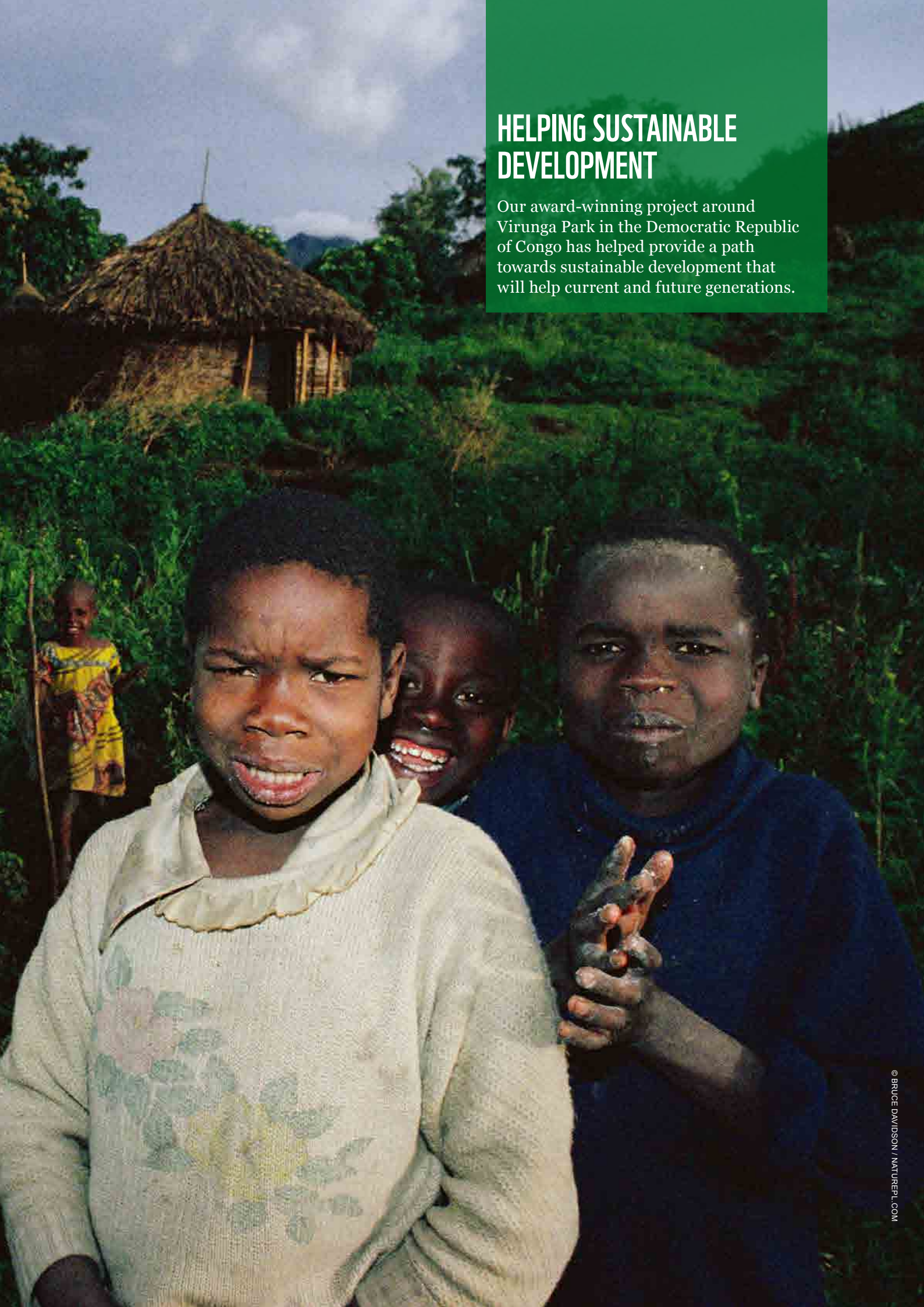
Partners include the European Union, the Centre for International Forestry Research, the International Fertilisers Development Centre, the Département International de l'Office National des Forêts, the Swedish International Development Agency, the Norwegian Agency for Development Cooperation, and the African Development Bank. Co-ordinating contributions from multiple partners is a challenge, but enables us to play to our strengths while multiplying our impact.





## HELPING SUSTAINABLE DEVELOPMENT

Our award-winning project around Virunga Park in the Democratic Republic of Congo has helped provide a path towards sustainable development that will help current and future generations.



# TOGETHER WITH BUSINESS

Business plays an enormous role in our most pressing conservation challenges: it's a key factor in many of the problems we're fighting, yet it can also achieve rapid results and drive powerful routes to a sustainable future.

Our new way of working is helping us form stronger partnerships across the global business community, demonstrating what's possible when we work together.



## CORPORATE PARTNERSHIPS

Our cooperation with partners is based on a common understanding of issues, shared ambitions or activities, and a willingness to speak out in public. In general, we distinguish three types of partnerships with companies:

1. Driving sustainable business practices
2. Communications and awareness raising
3. Philanthropic partnerships.

Read our 2016 corporate report at [wwf.panda.org/2016cpreport](http://wwf.panda.org/2016cpreport) for more information about our corporate partnerships.

In 2016, WWF International had 18 corporate partnerships with annual budgets of €25,000 and higher:

Apple

Avon

Fromageries Bel

DU Group

Groth AG

H&M

HSBC

Humble Bundle

IKEA

International Bon Ton Toys B.V

Jagex

KIK

Mars Petcare

Merchant Ambassador

Mondi Group

Royal Caribbean Cruises Ltd

The Coca-Cola Company

Tommy Hilfiger



## TRANSPARENCY IS ESSENTIAL

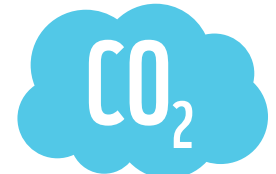
WWF offices now report on every formal relationship they have with business, so our supporters can see how and why we're involved, and what impacts we're achieving. We maintain the right to comment publicly on all our relationships.



We're working with business in three critical conservation areas:

## CLIMATE AND ENERGY

Businesses were among the most enthusiastic supporters of the Paris Agreement, and its success depends heavily on their ambitious commitments. To support this, we are a partner in the Science Based Targets initiative, which calls on businesses to reduce their greenhouse-gas emissions in line with keeping the global temperature rise to well below 2°C. In the last 18 months, more than 200 leading companies from 33 countries have come on board. We also manage Climate Savers, a corporate leadership sustainability programme that seeks to transform businesses into leaders of the low-carbon economy. WWF currently collaborates with 20 companies, with HP announcing in 2016 a new target to reduce emissions by 25 per cent by 2025.

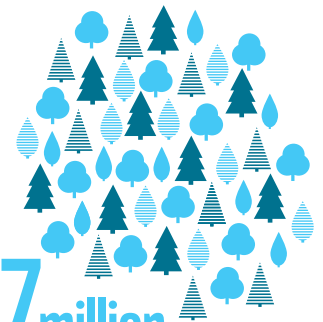


627 million

Companies who joined Science Based Targets cause 627 million metric tonnes of CO<sub>2</sub> emissions

## COMMODITIES

Commodity production has a huge impact on the natural world – but there are better alternatives to ‘business as usual’. Innovative companies can lead the way in transforming their industries and pushing for sustainable production to be the norm. Our partnership with IKEA, for example, has helped promote responsible forest management and support improved livelihoods for communities – contributing to the Forest Stewardship Council (FSC) certification of around 35 million hectares of forest since 2002. During 2016 alone, 1.7 million hectares of forests were FSC-certified in Russia. The partnership is also supporting the transformation of global cotton production – securing a sustainable future for the industry while creating benefits for communities and the environment. Collaborating with other partners, WWF and IKEA helped set up the Better Cotton Initiative (BCI), which now accounts for 12 per cent of global supply.



1.7 million

In 2016, our IKEA partnership led to FSC certification of 1.7 million hectares of Russian forests

## FRESHWATER

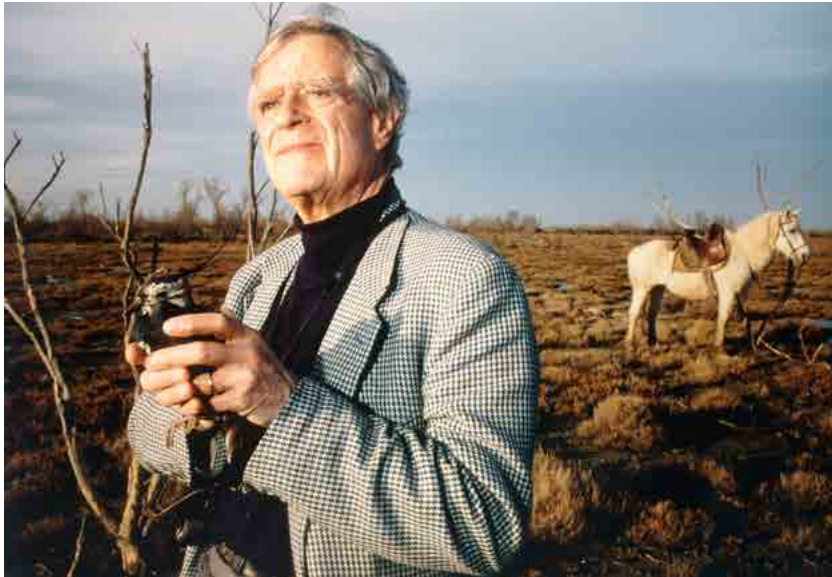
Water issues are some of the biggest risks facing businesses and the environment. WWF initiates collective action with local stakeholders in key river systems to conserve and better manage shared freshwater resources to benefit people, the planet and businesses. Our five-year partnership with HSBC, for example, has helped fund conservation in five key river basins (the Ganges, Mara, Mekong, Pantanal and Yangtze) – home to more than a billion people and with some of the planet's most biodiverse areas. In 2016, restoration of 62 freshwater springs began across 15 of the 25 municipalities we targeted in the Pantanal, the world's largest freshwater wetland. This is a vital step in securing its future, amid threats from deforestation, habitat degradation and poorly-planned development.



5  
Our partnership with HSBC supports conservation in five key river basins

# AN ENVIRONMENTAL VISIONARY

The death of Luc Hoffmann at the age of 93 in July 2016 was mourned by both the WWF network and the broader conservation movement.



Dr Luc Hoffmann made an extraordinary life-long contribution to nature conservation and WWF.

He was one of WWF International's first board members, served as our second Vice-President until 1988, and was serving as our Vice-President Emeritus at the time of his death. In addition to working with our founders to help establish the global organization, Dr Hoffmann was a founder of several WWF national offices.

Dr Hoffmann was a leading figure in other conservation organizations, including Wetlands International, IUCN, and the Fondation Internationale du Banc d'Arguin in Mauritania. He also played a key role in the original effort to save Spain's Coto Doñana and was the driving force behind the Ramsar Convention on Wetlands.

Dr Hoffmann established the Tour du Valat research centre in the Camargue region of France and dedicated his life to the centre's work on wetlands conservation.

In a lasting legacy to honour Dr Hoffmann's visionary work, in 2012 WWF and the MAVA Foundation established the Luc Hoffmann Institute to address some of the planet's most difficult environmental challenges through sustainability science solutions.

**“Without Luc Hoffmann, there would be no WWF and we are forever grateful for his selfless contributions to our natural world.”**

Yolanda Kakabadse  
President,  
WWF International



## OUR SUPPORTERS

We share a planet, and we share a global society. Millions of us know that together we're strong and anything's possible – in 2016, we continued to connect with people around the world, strengthening our ever-growing community of supporters online. >

# OUR SUPPORTERS

## EARTH HOUR

2016 was the 10th lights out for WWF's Earth Hour. Since its launch in Sydney in 2007 it has grown to become the world's largest grassroots movement for the environment. In the year the historic Paris Agreement was ratified, Earth Hour was the biggest yet, celebrated in 178 countries and territories – and even on the International Space Station! The focus moved beyond skylines onto timelines: we invited our supporters to 'Shine a light on climate action' and donate their Facebook walls to Earth Hour messages.

- 12,700 landmarks and monuments switched out lights
- 2,427,929 individual actions taken
- 133,000+ Earth Hour events created on digital maps
- 958,447 individual visits to Earth Hour websites\*
- 853,493 views of Earth Hour official videos\*
- 2.5 billion impressions of Earth Hour hashtags on Twitter\*

(\*Jan-Mar 2016)

## APPS FOR EARTH

For 10 days in April we worked with Apple and 24 developers on this innovative global campaign. Together we created exclusive interactive and educational content for 27 popular apps, giving users the chance to engage in conservation and contribute to our mission. In this important corporate partnership, we received 100 per cent of the proceeds from participating apps and in-app purchases, which amounted to more than US\$8 million. Just as important, we raised awareness of our work among hundreds of millions of people, harnessing the potential that new forms of media offer us in the future.

## 500,000 ON INSTAGRAM

Social media continues to offer us new routes to connect with our supporters. This year WWF International reached the landmark of 500,000 followers on the picture-sharing site Instagram. To celebrate we posted a thank-you message and asked "What do you hope we can all achieve together in the future?". Comments from around the world (see right for one example) included specific suggestions on everything from biodegradable plastics to fusion power, to more general wishes for a new approach to unite us all.







**“I hope we can share deeper and wider respect for diversity and precious Mother Nature generally. We need to speak up and ACT to protect those! Let’s fight together!”**

Comment from one of our 500,000 Instagram followers

SAIGON

## SUCCESS IN SUPPORT OF EUROPE'S NATURE

Our supporters show time and time again that together anything really is possible. In 2016, for example, our #NatureAlert campaign helped to preserve the EU's world-leading nature laws. The WWF EU network with other NGOs mobilized more than 500,000 supporters and, with the support of leading EU governments and the European Parliament, convinced the European Commission to retain and strengthen its legal framework. EU legislation has brought stronger protection to about 20 per cent of EU land and 6 per cent of its seas, and helped recover species such as brown bears, loggerhead turtles and wolves.









# OUR DONORS

We couldn't do what we do without the generosity of our donors. Nowhere is this clearer than in our Campaign for a Living Planet: over the last five years, we've been able to direct US\$102 million of donor funding to conservation initiatives that have achieved some transformational successes.

After five years of magnificent achievements around the world, the Campaign for a Living Planet came to a close in 2016. We are extremely grateful to **André Hoffmann**, the chair of the Campaign for a Living Planet Steering Committee, and the other committee members, whose inspiring leadership was vital in creating this incredible success story.

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

## HONORARY CIRCLE

Thanks to the generosity of all our donors, there have been many highlights in the campaign's efforts to help build a future where people live in harmony with nature. Here are just a few examples of how the valued contributions from our Honorary Circle donors are making a big difference...

The **Hoffmann family** and the **MAVA Foundation** have supported a number of priority programmes around the world, including efforts to protect the Mediterranean. Their support enabled us to be a driving force behind a number of positive initiatives in this biodiversity hotspot, including a big expansion in marine, coastal and inland protected areas. They also helped us and our partners to stop the first serious attempt to weaken Europe's nature conservation legislation in all 28 EU countries. MAVA has also supported our fundraising team.

**Miel de Botton** provides ongoing support to our Campaign for a Living Planet Leadership Fund. We are also grateful for her support of our marine and global climate and policy work, with a particular focus on China.

**Philippe Bertherat** has also generously contributed to our Campaign for a Living Planet Leadership Fund.

Donor funding from **Åsa** and **Martin Hintze** is helping local communities manage their resources and futures. In Papua New Guinea's Kikori river basin, for example, we're supporting >



© SHUTTERSTOCK / DEBRA JAMES / WWF





Donor support has enabled us to work for the protection of natural World Heritage sites, including the Great Barrier Reef, from industrial exploitation and destruction.

➤ community-based conservation to protect some of the largest blocks of untouched rainforest remaining in the world. And, in 2016, we campaigned successfully against the seismic testing for oil in the Belize Barrier Reef World Heritage site, helping to protect the 190,000 people whose livelihoods depend on fishing and tourism.

Our international research arm, the Luc Hoffmann Institute, generously supported by key donors **MAVA** and **Nomis Foundation**, is helping to reconcile the conflicting needs for food, water and energy in the Greater Mekong. The institute's LIVES project conducts basic research to analyse risk for complex systems involving food, energy, water and the economy.

Critical funding from **Kristian Parker** and **Oak Foundation** is enabling us to work for the protection of natural World Heritage sites from industrial exploitation and destruction. In 2015, for example, we successfully campaigned for the Australian government to ban dredge-dumping in the waters of the Great Barrier Reef. We then launched a global campaign in 2016 (see page 26) to secure lasting protection for all natural World Heritage sites. We are also grateful for Oak Foundation's long-standing commitment to our youth volunteer programme Explore!

A donation from **Pierrette Schlettwein** has played a crucial role in helping us to tackle the impact of poaching in Africa and Asia through our Wildlife Crime Initiative (WCI). Launched in partnership with TRAFFIC in 2014, the WCI is an ambitious campaign to halve the impact of wildlife crime by 2024. It directs practical action against the links of the illegal wildlife trade chain – poaching, trafficking and consumption – while building a powerful network of relationships with governments, NGOs and the private sector. 2016 saw positive governmental actions, including China's decision to end its domestic ivory trade by the end of 2017.

Population growth, climate change and poaching are putting Bhutan's pristine forests and rivers under greater pressure than ever before. As the only international conservation organization with a permanent presence in Bhutan, funding from an **anonymous donor** is helping us work with the government and local partners to address its economic and environmental needs. ➤

**There have been many highlights in the campaign's efforts to help build a future where people live in harmony with nature.**

> We are helping with an ambitious plan to establish and maintain ‘wildlife highways’, which will link more than 160,000 hectares of protected areas.

Support from a **private Geneva foundation** has helped us achieve real progress in helping to deliver the ambitious international plan to double tiger numbers by 2022. Halfway into the project, the wild tiger population is rising for the first time in 100 years, with 9 of our 13 priority landscapes now showing stable or increasing tiger populations. In addition, six countries (Bangladesh, India, Nepal, Bhutan, China and Russia) have now adopted the Conservation Assured | Tiger Standard (CA|TS), which sets minimum standards for effective management of the species. The first two sites, in Nepal and Russia, have since been certified.



## CONSERVATION LEADERS

Mohammed A Al-Naki	Campaign for a Living Planet Leadership Fund
Marcus Cooper	Campaign for a Living Planet Leadership Fund
Fondation Montagu	Protection of the blue whale and marine biodiversity, Chile; reducing marine turtles bycatch in the Eastern Pacific
Fondation Philanthropia	Reducing demand for endangered species
Fondation Segré	Protecting marine ecosystems and managing fisheries in the coral triangle
Fondazione Zegna	Giant panda and habitat conservation in Quiling, China
Hoffmann-La Roche AG	Rebuilding resilient ecosystems and communities in Langtang National Park, Nepal & Campaign for a Living Planet Leadership Fund
Sergi Ferrer-Salat	Campaign for a Living Planet Leadership Fund
The Spillmann Family	Wildlife Crime Initiative
Stelios Philanthropic Foundation	Safeguarding the Pelagos Sanctuary and the Mediterranean
Ursula Streit	Conserving natural and cultural heritage in Papua New Guinea
The Persephone Charitable and Environmental Trust	Reducing marine turtles bycatch in the Eastern Pacific
The Prince Albert II of Monaco Foundation	Conservation of the Atlantic bluefin tuna; securing freshwater ecosystems in the Himalayas
UEFA	Global campaign on renewable energy to help tackle climate change
Anonymous donor	Doubling the world’s wild tigers



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## CONSERVATION CHAMPIONS

Antoine Badel

Lennart Blecher

Brown + Hudson

Kevin Click

Renaud de Planta

Patrick and Valentine Firmenich

Sophie Firmenich

Fondation Audemars Piguet

Fondation de bienfaisance du groupe Pictet

Fondation Indosuez en Suisse

Fondation Salvia

Quincy and Carolyn Hunsicker

Patrick Odier

Anne Reece

Maria Reig Moles

The Hugh Symons Charitable Trust

Utermann Charitable Trust

---

## CONSERVATION PARTNERS

Moiz Benkohen

Julia Brauer

Famille Firmenich

Richard M Ivey

Joerg Liebing

Manotel Hotel Group

Pierre-André Maus

Manoel and Muriel Dekeyser

Rachel Pineles Rudge

Abraham D. and Marian S. Sofaer

Nicolas Tamari

Victoria Park Charitable Trust

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## CAMPAIGN FOR A LIVING PLANET STEERING COMMITTEE

### Chair

André Hoffmann

### Members

Philippe Bertherat

Alejandra Moore Mayorga

Kristian Parker

Guillaume Taylor

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We also want to thank the members of **The 1001: A Nature Trust** for their loyalty and support, as well as our donors who prefer to remain anonymous and all those who have pledged to support WWF through their will, leaving a legacy for future generations.

## ON OUR WAY TO DOUBLE TIGERS

Like many of the issues we work on, helping tiger numbers to recover requires the sustained joint efforts of many parties. WWF is a key driver of Tx2 – a global goal to double wild tiger populations by 2022, committed to by 13 tiger range governments and aided by several NGOs. Strong progress has been made to date. Global wild tiger numbers are rising for the first time in more than a century – there are now an estimated 3,890 tigers in the wild, up from as few as 3,200 in 2010. However, our report *The Road Ahead* highlighted how over 11,000km of planned linear infrastructure in Asia threatens to cut through every tiger landscape. We called for sustainable infrastructure development that doesn't come at the expense of tigers and their habitats, which both humans and wildlife depend on.





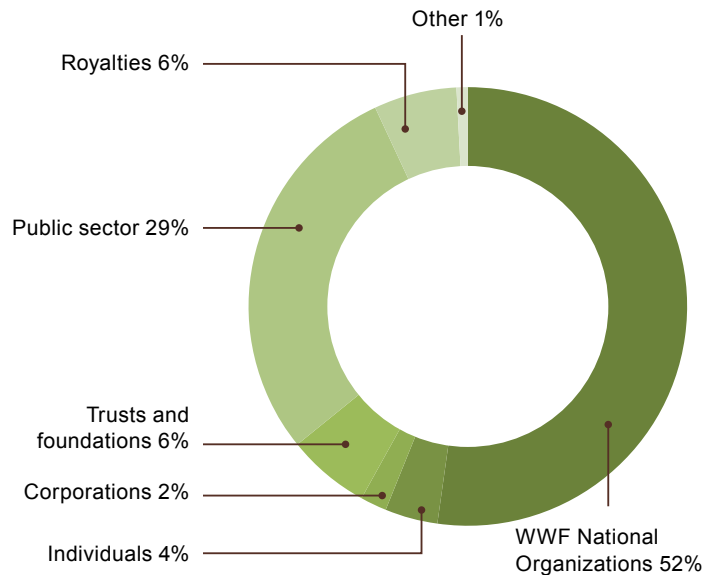


# FINANCIALS

## WWF INTERNATIONAL

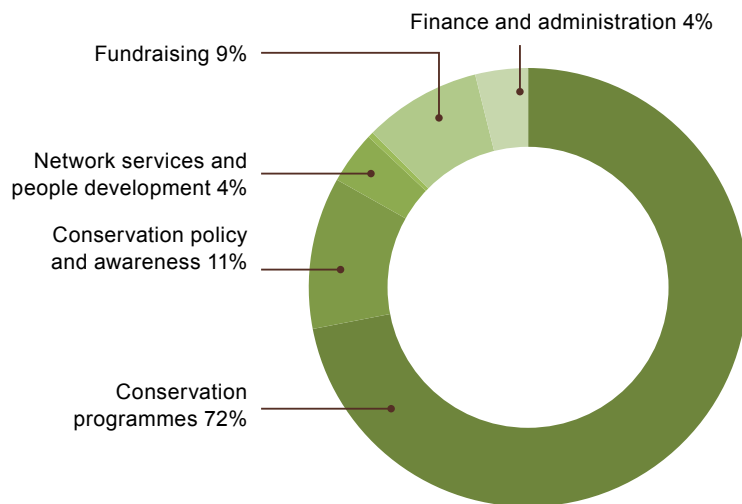
### INCOME 2016 CHF 200 MILLION

FY16 income for WWF International was 10% higher than FY15 mainly due to growth in income from National Organizations, Royalties and Public sector, offset by decreases in income from Corporations, Trusts and foundations, and Individuals.



### EXPENDITURE 2016 CHF 190 MILLION

Expenditure increased by 7%, mainly due to increased spending in Fundraising, Conservation policy, and Network services and people development.



The figures given show the consolidated income and expenditure for WWF International, its Programme Offices, and the other entities for which it is responsible.

Financial years cover the period 1 July to 30 June. WWF International's audited statements are available on request.

Peter Dickinson, Director of Finance & Administration, WWF International

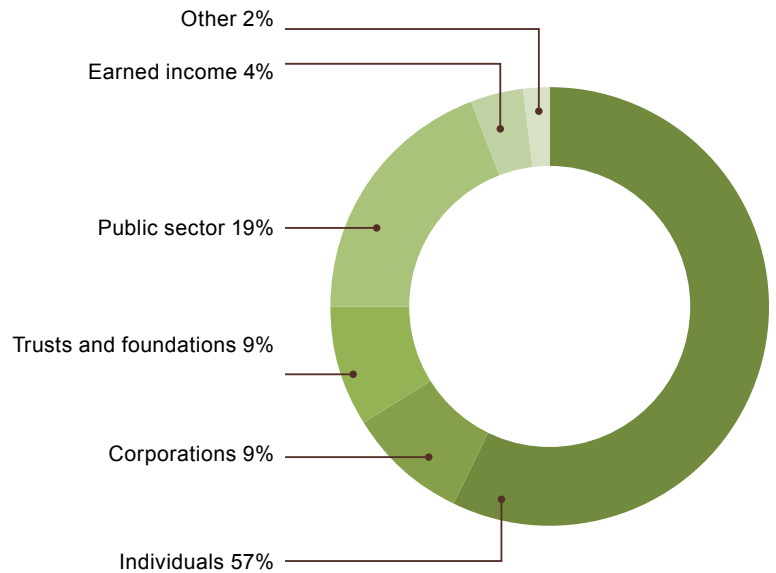


## WWF NETWORK

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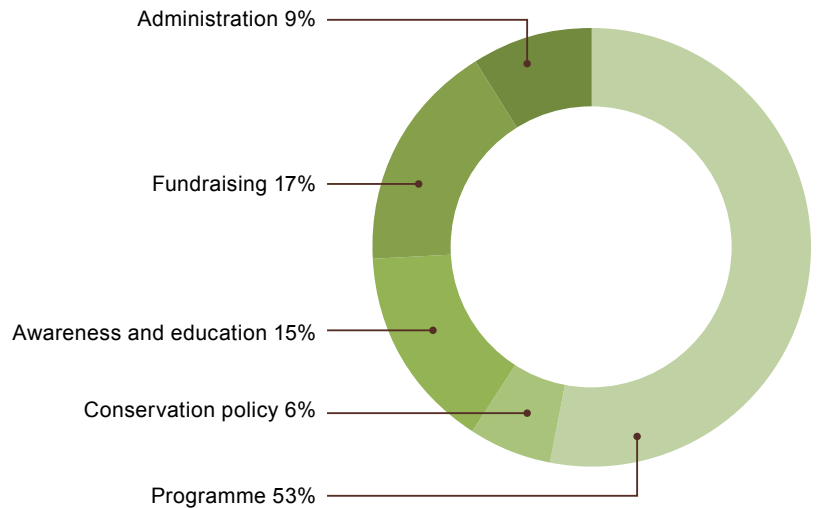
### INCOME 2016 EUR 707 MILLION

Total WWF Network income grew slightly by 2%, with an increase of EUR 15 million to EUR 707 million.



### EXPENDITURE 2016 EUR 690 MILLION

Expenditure increased by 2% (EUR 16 million), mainly due to increased spending on Awareness raising (up 8%) and Conservation policy (up 10%). The resulting surplus of EUR 17 million will be used to fund our ongoing projects and programmes, and help us to reach our conservation targets.



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

## WWF INTERNATIONAL BOARD OF TRUSTEES

### President

Yolanda Kakabadse (Ecuador)

### Vice-President

André Hoffmann (Switzerland)

### Interim Honorary Treasurer

Johan Rostoft (Norway)

### Trustees

Roseline C. Beudels-Jamar de Bolsée (Belgium)

Andrew Cahn (UK)

Cheryl Carolus (South Africa)

Neville Isdell (US)

Shinta Kamdani (Indonesia)

Lokke Moerel (Netherlands)

Adil Najam (Pakistan)

Winnie Ouko (Kenya)

Philippe Prufer (Brazil)

Valentin von Massow (Germany)

### President Emeritus

HRH The Duke of Edinburgh

### Vice-Presidents Emeriti

S. Babar Ali (Pakistan)

Sara Morrison (UK)

## WWF NETWORK EXECUTIVE TEAM

Marco Lambertini (Chair)  
WWF International

Eberhard Brandes  
WWF-Germany

Mary Lou Higgins  
WWF-Colombia

Hammad Naqi Khan  
WWF-Pakistan

Andreas Lehnhoff  
WWF-Guatemala

Sze Ping Lo  
WWF-China

Nanie Ratsifandrihamanana  
WWF-Madagascar

Carter Roberts  
WWF-US

Kirsten Schuijt  
WWF-Netherlands

Tanya Steele  
WWF-UK

## WWF INTERNATIONAL SENIOR MANAGEMENT TEAM

Marco Lambertini  
Director General

Maria Boulos  
Director, Network Governance

Fred Kumah  
Director, Africa

Carol Monoyios  
Executive Director, Fundraising

Deon Nel  
Executive Director, Conservation

Dominic O'Neill  
Executive Director, Operations

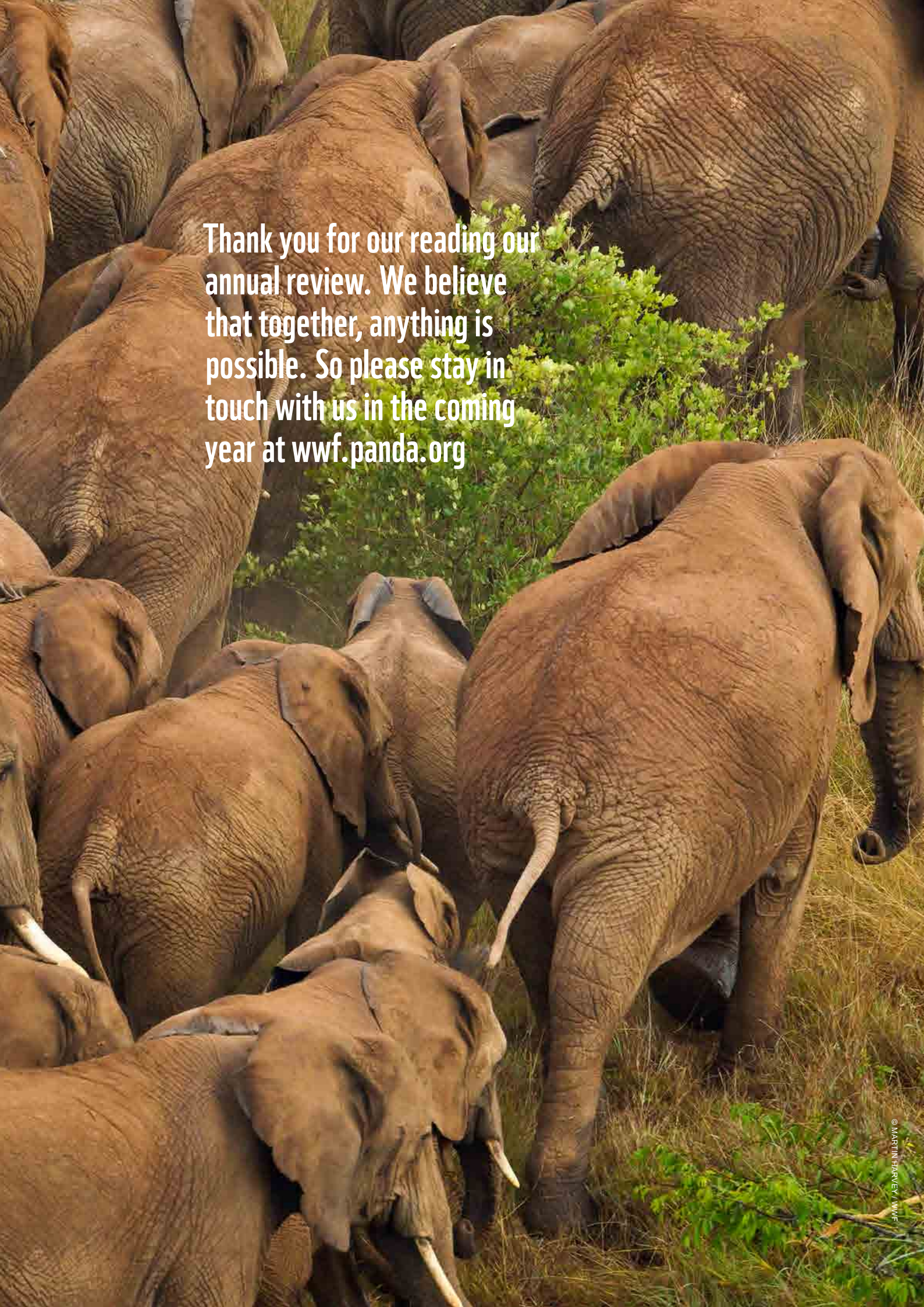
Jean-Paul Paddack  
Executive Director, Network Development

Sudhanshu Sarronwala  
Executive Director, Communications & Marketing

Shivani Wadhwa  
Director, Human Resources

Details correct as of March 2017



A large herd of African elephants is gathered in a savanna landscape. The elephants are of various sizes, including several young calves. They are surrounded by tall grass and green bushes. The scene is captured from a slightly elevated angle, showing the backs and sides of many elephants. The lighting is bright, suggesting a sunny day.

Thank you for our reading our  
annual review. We believe  
that together, anything is  
possible. So please stay in  
touch with us in the coming  
year at [wwf.panda.org](http://wwf.panda.org)



# WWF IN SHORT

100%  
RECYCLED



+25M

WWF has over 25 million followers on social media and messaging apps

+100

WWF is in over 100 countries, on 6 continents



1961

WWF was founded In 1961

+5M

WWF has over 5 million supporters



Working to sustain the natural world for people and wildlife

together possible™ panda.org

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