

WWF-UK

Report and Financial Statements

30 June 2008

WWF-UK: Registered charity number in England 1081247 and in Scotland SC039593. A company limited by guarantee. Registered number 4016725

WWF-UK (World Wide Fund For Nature) Trading Ltd: A company limited by share capital. Registered number 892812

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Report of the Board of Trustees and Directors

For the year ended 30 June 2008

OUR MISSION

WWF's mission is to stop the degradation of the planet's natural environment, and to build a future in which humans live in harmony with nature by:

- conserving the world's biological diversity;
- ensuring that the use of renewable natural resources is sustainable;
- reducing pollution and wasteful consumption.

SUMMARY

This report covers the following areas:

- a new strategic plan;
- a summary of our activities around the world and in the UK;
- a review of activities to achieve objectives;
- financial review;
- our focus for next year;
- management;
- governance.

INTRODUCTION

WWF-UK's worldwide conservation work focuses on long-term, large-scale programmes that are designed not only to counter biodiversity loss and provide solutions to the many challenges facing the natural world, but also to safeguard the livelihoods of some of the planet's poorest and most vulnerable people.

We develop practical conservation solutions locally and pursue policy initiatives at UK, EU and global levels to promote good governance of the world's natural resources. Most of our international programme work is undertaken through Network Initiatives (NIs), an essential part of the international WWF Network's new Global Programme Framework (see page 6). Much of our work is in areas where the most critically endangered wildlife and the least protected habitats are found. However, the origins of many environmental problems lie in developed countries, including the UK, and in our attitudes and behaviour – for example, our consumption of natural resources.

That is why we not only direct some 70% of our conservation expenditure towards our global programmes, but also seek to influence international environmental issues through responsible actions in the UK.

WWF-UK is also active in England, Northern Ireland, Scotland and Wales. Here, we focus on how to reduce the UK's ecological footprint – the environmental impact we make on the wider world – because the need to take responsible action at home can have many positive global impacts.

A NEW STRATEGIC PLAN

During the year under review, WWF-UK launched its new strategic plan, which provides a clear blueprint for our activities in the five years to 2013. We will focus on three main challenges:

- safeguarding the natural world – providing practical support at a local level and broader policy solutions for wildlife, habitat and communities;
- tackling climate change – seeking cuts in worldwide emissions that prevent global temperatures rising dangerously; and
- changing the way we live – forging solutions that help people enjoy more sustainable lifestyles.

The strategic plan took many months to develop, involving consultation inside WWF-UK and across the WWF Network. It provides detailed goals for all our key activities, including our conservation work and policy initiatives; our campaigning, communications and fundraising work; and our efforts to reduce our organisational footprint as much as possible and bring the very best out of the people who work for us.

A summary of the strategic plan is available at wwf.org.uk/strategicplan

ACTIVITIES – AROUND THE WORLD

WWF-UK's worldwide conservation work focuses on long-term, large-scale programmes that are designed to address the issues of biodiversity loss and unsustainable consumption. We work in partnership with other parts of the WWF network throughout the world.

To focus its work and resources in coming years, WWF has developed a global programme framework that identifies priorities to be addressed through ecoregion and species action plans, Network Initiatives and other programmes. As part of this framework, WWF-UK works with governments and international organisations such as the United Nations, the European Commission and the World Trade Organisation to promote development that is both fair and sustainable. We also cooperate closely with TRAFFIC (the wildlife trade monitoring network) to combat illegal and unsustainable trade in wild animals, and we are closely engaged with international treaties such as the Convention on International Trade in Endangered Species (CITES) and the International Whaling Commission.

Our programmes include the following:

Amazon

We are working to ensure an ecologically healthy Amazon ecosystem that maintains its environmental and cultural contribution to local people and the countries of the region within a framework of social equity, inclusive economic development and global responsibility.

Antarctic

In the Southern Ocean, home to populations of great whales and albatrosses, we are promoting conservation and sustainable management of fisheries, particularly to reduce bycatch of seabirds and illegal fishing.

Arctic

We aim urgently to reduce the threats to the Arctic – one of the world's largest, most vulnerable and pristine natural regions – by reducing global carbon emissions to avoid an Arctic meltdown, and to create a resilient management of the region. Our efforts to protect threatened fish stocks and promote improvements in how UK processors and retailers source their fish have already helped to achieve a 50% cut since 2005 in estimated levels of illegal fishing in the Barents Sea, a major source of UK cod imports.

Coastal East Africa

The region's coastal forests are an important reservoir of biological diversity, hosting some of the highest concentrations of endemic plant species in the world. The forests are also critically important to more than 30 million people who depend on their natural riches for fuel, water, medicine and building material. WWF's programme seeks to conserve and restore these forests by working closely with local people to provide long-term solutions to environmental problems while meeting community needs.

We are also working with local people and partners to rebuild and secure a healthy marine environment in this region which extends from Somalia to South Africa. We intend to ensure that marine resources and habitats, and the livelihoods of coastal communities, are protected. In particular we are working towards protecting fish stocks from overharvesting by foreign vessels so that this important source of primary protein is available for subsistence fishing people.

South Pacific

As part of the WWF Coral Triangle initiative, we are working with local people and organisations in Fiji so that they can better manage their marine environment. We are helping to implement a commitment from the Fiji government to protect 30% of its seas; these protected areas will include zones where fishing and harvesting of other marine resources are

prohibited. As a first step towards this commitment, the waters around Fiji's Great Sea Reef – the world's third longest barrier reef – were recently declared community-managed protected areas.

Eastern Himalayas

We are working in Bhutan, India and Nepal to tackle environmental degradation in the eastern Himalayas. We are targeting causes of habitat fragmentation, involving local people in forest management, and developing wildlife corridors between the region's protected landscapes for the benefit of the tigers, elephants and rhinos that coexist here.

Borneo

Borneo is one of the richest centres of biological diversity in the world: WWF surveys have discovered 361 new species there during the past 10 years, but the island is at risk from rampant logging, forest fires and conversion of forest land to plantation. A WWF programme, supported by the three Bornean governments – Brunei, Indonesia and Malaysia who in 2007 signed a declaration to conserve the Heart of Borneo – aims to preserve 220,000 sq km of threatened forest. In 2008 Brunei and Indonesia issued new land-use plans which recognise the special conservation status of the Heart of Borneo. In Brunei this plan includes 74% of the country inside the Heart of Borneo boundary.

Smart Fishing and the North-east Atlantic marine ecoregion

We are lobbying for a robust reform of the EU Common Fisheries Policy to ensure the recovery and sustainable long-term management of commercial fish stocks in European waters. We are also working with the Marine Stewardship Council (MSC) and leading industry players to promote the MSC accreditation scheme among consumers, under which products bearing the MSC logo are guaranteed to come from sustainably managed fish stocks. Seven fisheries are already certified in UK waters and others are under consideration.

ACTIVITIES – IN THE UK

We work with national, regional and local government throughout the UK, and with business and industry, education authorities and the media. Each is highly influential in bringing about change, and WWF's reputation gives us access to them all.

Campaigning and communicating with the public are also a central part of our strategy for tackling the effects of important interrelated issues such as climate change, housing, transport and energy.

In terms of government and policy, WWF-UK raises crucial environmental issues with decision-makers of all political persuasions. We seek to influence them so that our key messages for the environment are incorporated into policy initiatives. We also take advantage of the UK's role as a leading member of the European Union and other international bodies. For many years our policy has been to engage positively with business and industry so that we can develop partnerships, raise funds for the environment, stimulate green innovation in business, and challenge bad business practices. We continue this work with increasing success.

We also play an important role in influencing the UK's education syllabus to ensure that the environment and sustainable development are represented. In addition, we provide widely-used resources and materials for teachers.

Through our offices in Northern Ireland, Scotland and Wales, we are able to influence areas of devolved UK policy and legislation by playing a key role in shaping the implementation of freshwater, marine, climate, energy and sustainable consumption policies and legislation. We are also able to develop environmental solutions through our work in areas such as education for sustainable development and sustainable flood management in Scotland; freshwater management, community engagement in river basin operations and footprint reduction in Northern Ireland; and the use of ecological footprinting as a key policy tool by government and business in Wales.

REVIEW OF ACTIVITIES TO MEET OBJECTIVES

In last year's Trustees' Report, nine objectives were identified for 2007/08. We report back on them as follows:

- **Objective 1.** Continue our substantial investment in developing Network Initiatives with partners across the Network.

Network Initiatives (NIs) are an important mechanism to implement the new Global Programme Framework and deliver on WWF's biodiversity and footprint goals. NIs are designed to target high-priority conservation issues, and 14 are being developed.

Amazon NI

We are working hard to address the drivers of deforestation in the Amazon, including the negative impacts of infrastructure development such as roads and dams. For example, we have reached agreements with decision-makers to mitigate the impacts of large-scale infrastructure projects on affected communities and protected areas in Peru and Colombia. The second phase of the Amazon Region Protected Area (ARPA) programme was launched in May at the Convention on Biological Diversity meeting in Bonn, attended by the environment ministers of Brazil and Germany. An increase in the ARPA protected area (PA) target from 50 million ha to 70 million ha by 2013 was agreed.

Arctic NI

In the Barents Sea, home to the world's last large cod stock, efforts by WWF, industry and governments resulted in a halving of illegal landings of cod. In 2005, 100,000 tonnes were caught, costing the industry €25 million. Illegal fishing in the Arctic – home to 70% of the world's white fish supply – is a key threat to the sustainability of these fisheries, and a major target of the Arctic NI.

In June, a group of young people participated in WWF's Voyage for the Future expedition. They visited the Norwegian Arctic to witness the impacts of climate change that have already taken place, and to see how essential it is to reduce greenhouse gas emissions if the Arctic is not to become a major new contributor to climate change. The young people are now WWF Ambassadors for Change, helping WWF build public opinion to demand a robust new global climate treaty in the run-up to the UN Climate Change Conference in Copenhagen in

December 2009. This conference will set the path for the successor to the Kyoto Protocol's targets in 2012.

China for a SHIFT NI

In June the China for a SHIFT team, with the China International Council for Environment and Development, launched the country's first ecological footprint report. This is an important step in working with the government to shift the national economy and its international trade from resource-intensive to resource-efficient, and to seek ways of moving China's investments and resource extraction in Africa to a sustainable basis. This would reduce the threats to many of WWF's conservation priority places and species.

Coastal East Africa NI

We are seeking the support of the President of Tanzania to help the NI team stage a Yaoundé summit for coastal East Africa in 2009/2010. This would bring together Kenya, Mozambique and Tanzania to establish a high-level resource framework which would agree transboundary conservation measures, as well as sustainable resource management of marine and forest resources.

Coral Triangle NI

A high-level coalition is being brought together to protect this centre of marine biodiversity that spans the seas of East Timor, Indonesia, Malaysia, Papua New Guinea, the Philippines and the Solomon Islands. The area holds the richest concentration of iridescent coral, fish, crustaceans, molluscs and marine plants in the world. The Asian Development Bank is leading the creation of an action plan worth hundreds of millions of dollars to the region.

Forest-Based Carbon NI

WWF has been invited to work with Norway's Ministry of Development and Environment to identify how to set up pilot projects in important forest areas to achieve reduced emissions from deforestation and degradation (REDD). These mechanisms would be the focus of the €400 million a year commitment to REDD projects announced by Norway at the Bali climate conference.

Green Heart of Africa NI

In November, with the government of the Democratic Republic of Congo and other partners, WWF identified the country's highest conservation priority forest areas. Using this information, the government intends to create 15 million ha of new forest protected areas and freeze extractive activities in forests elsewhere until the new Priority Area (PA) network is finalised. This represents a huge stride towards the NI's goals on governance, land-use planning and PA creation in the country that hosts the largest block of forest in the Congo basin.

Heart of Borneo NI

Since the Heart of Borneo (HoB) Declaration in early 2007, WWF has helped the governments of Brunei, Indonesia and Malaysia to draft their national Strategic Plans of Action and delineate the HoB boundaries. The Indonesian government has also secured significant funding for conserving areas within the HoB.

Living Himalayas NI

WWF's Operation Unicornis has impressively reduced rhino poaching in Chitwan National Park, Nepal, from 19 fatalities in 2006 to just one in 2007. The first translocation of rhinos in India took place recently in Assam. This will reduce the pressure on the natural habitat of Pobitora Wildlife Sanctuary, and reduce risks from disease and other threats. It is a crucial step towards a joint programme of the Assam government, WWF and other partners to attain a population of 3,000 wild rhinos in seven Priority Areas in Assam.

Market Transformation NI

Together with other partners, WWF helped establish the Forest Stewardship Council (FSC) in the early 1990s to certify well-managed forests, stimulate best practice, and encourage consumers to preferentially purchase FSC-certified products. To date, 93 million ha of forests around the world are FSC-certified, with a further 17.5 million ha currently being assessed. This is largely driven by increased market demand through WWF's engagement with companies in the pulp and paper industry, and through the WWF Global Forest & Trade Network (GFTN).

In the face of the fisheries crisis, WWF and Unilever helped establish the Marine Stewardship Council (MSC) 10 years ago to help reverse the damage to the world's fisheries. Close to 100 fisheries, representing 7% of the world's edible seafood catch, are now engaged with MSC, and 26 are certified. This represents tremendous progress: today, 42% of the world's wild salmon catch and 40% of whitefish catch – the largest commercial fishery – are MSC-certified. This means these two fisheries are firmly on the road to sustainability, and that with such a dominant market share they now act as a powerful incentive for other fisheries to improve or lose market share.

On agriculture, WWF co-funded the Better Cotton Initiative – a coalition of cotton buyers, growers, retailers and civil society organisations that works to improve the environmental and social impacts of growing cotton. Draft principles and criteria for 'Better Cotton' were published in June, scaling up the outcomes of IKEA-WWF field projects in India and Pakistan.

New Global Climate Deal NI

Norway's Minister of Development and Environment has invited WWF to submit a funding proposal to support the core costs of the NI. The minister is interested in cooperation in the lead-up to the UN Climate Change Conference in Copenhagen in December 2009.

Tigers NI

Two new protected areas have been established in the Russian Far East, and are part of a network of reserves advocated by WWF. These provide increased protection for the Siberian tiger which has recovered to 500 in number from only 50 a few years ago.

At the CITES meeting in the Netherlands last year, WWF lobbying helped gain confirmation of a complete ban on the trade in tiger parts, including those from captive tigers. CITES also called on China to phase out tiger farms. This is essential to the success of the NI's objective of keeping this trade ban in place and preventing approval of China's tiger farms.

NIs under way but still to be approved by the WWF Network Executive Team on the recommendation of the Conservation Committee:

Smart Energy NI

WWF is campaigning for the European Commission to lift anti-dumping duties on cheap Chinese-made energy-efficient lightbulbs. This would boost sales of these products in the EU, thereby helping to reduce energy use and demand, and is likely to open up the market for other energy-efficient goods.

Smart Fishing (including Bycatch Initiative) NI

While this NI is being developed, its bycatch component is making rapid progress. Due to pressure from WWF, the North Atlantic Fisheries Organisation has agreed to enforce a 40% reduction in cod bycatch, so reducing a major threat to the recovery of this iconic fish, and it is introducing measures to protect coldwater coral.

Results from trials of circle-hooks – an innovation enabling fishermen to catch tuna without snaring turtles – shows acceptance by the fishing communities and hugely reduced turtle mortality, which means this solution can now be introduced across tuna fleets. WWF's work has also led to the Central American Artisanal Fishermen's Association setting up its own sustainable fisheries foundation, and agreements are in place or being developed from Mexico to Peru to implement bycatch control measures. On the retail side, Wal-Mart Central America has indicated it will preferentially source fish caught on circle-hooks.

- **Objective 2.** Engage in the negotiations for agreeing a post-Kyoto climate settlement programme. This will include lobbying and working with governments and stakeholders to ensure that the new settlement contains robust measures to address climate change.

Kyoto Protocol targets come to an end in 2012, and a successor international agreement needs to be reached by the end of 2009 to allow time for ratification and bringing into force.

WWF has risen to this challenge. We were at the forefront of NGO efforts at the UN climate change conference in Bali in December 2007, where we applied pressure on governments to show leadership. The result was an agreed 'roadmap' for negotiations to conclude at the Copenhagen conference in December 2009.

Leadership from the EU and UK will also be critical if we are to secure a strong agreement at Copenhagen. In early 2008, the European Commission put forward a legislative package to show the EU's commitment to tackling climate change. This includes emissions reduction targets for 2020, and policies to reform the EU Emissions Trading Scheme, promote renewable energy and improve the fuel efficiency of cars. WWF-UK, together with other WWF offices in Europe, has been working to ensure that this package is strengthened as it passes through the European Parliament and EU Council.

Looking ahead, WWF has launched its New Global Climate Deal Network Initiative aimed at securing a strong global agreement at the UN Framework Convention on Climate Change in Copenhagen. This will include a worldwide campaign in 2009 as well as focused policy and

advocacy work to ensure that key countries such as EU member states, Brazil, China, India, Japan, Russia, South Africa and the US, take a progressive approach towards a fair and robust global agreement.

WWF-UK is playing a central role in this NI. We are providing policy expertise on key issues such as deforestation, adaptation, finance and treatment of international aviation and shipping. Our expertise in campaigning will also be used to support the WWF Network's global climate campaign in 2009.

- **Objective 3.** Influence government, including the devolved administrations, and seek cross-party commitment to a Climate Change Bill and a Marine Act.

As the Climate Change Bill came under pre-legislative scrutiny in the 2006/07 session of Parliament, we were invited to give evidence to the Joint Committee, and consequently we established ourselves as a core presence in the campaign. Our well-timed report on carbon reduction and our proactive campaigning meant that we were the first choice of the Secretary of State for the Environment to host an event to launch the bill in November 2007. We had already been successful not only in achieving a government climb-down on emissions reporting by the Export Credits Guarantee Department, but also having an amendment adopted to require all industry to report on their greenhouse gas pollutants. There is also a strong possibility of a WWF amendment on cleaner power stations being adopted in the autumn.

After a long-term WWF campaign, the UK Marine Bill – designed to improve the management of the UK's seas, its maritime resources and habitats – was finally introduced for pre-legislative scrutiny. Again, we were invited to give evidence to the committee, and many of our recommendations found their way into the committee's report. Our major challenge now is to ensure that a strong enough bill is enacted and enforced by Parliament.

- **Objective 4.** Continue the first year of our new partnership with HSBC Holdings plc by examining the effect of climate change on freshwater ecosystems in Brazil, China, India and the UK

The HSBC Climate Partnership was launched in 2007 and combines the expertise of HSBC, WWF, The Climate Group, Earthwatch Institute and the Smithsonian Tropical Research Institute.

WWF-UK is currently undertaking a climate change vulnerability assessment on the Yangtze, Upper Ganges, Pantanal and Thames so that better management of the rivers can be applied in the face of likely climate impacts

In China we have launched the Low Carbon Cities initiative, which has led to an invitation to advise the Chinese climate change authority on developing a low carbon economy.

In Brazil, as part of a campaign to promote protection of the country's essential springs and headwaters as the source of its water supplies, we installed a giant water filter at the top of the

iconic Iguacu Falls on World Water Day. Since this event, the campaign has gathered momentum as leading celebrities have come on board.

To promote the climate change message in India, we launched *The Agony of the Ganges*, a film showing the threats and challenges faced in trying to restore this dying river. And in the UK we published the *Thames Vulnerability Assessment Report*, which examined climate change risks to people living in the Thames basin area. This called on government to develop policies addressing droughts, floods, pollution and climate change simultaneously, rather than treating each in isolation. The Environment Agency has now accepted that adaptation strategies must be included in new river basin management plans, including those for the Thames.

- **Objective 5.** Develop new business partnerships embracing our business and industry engagement policy that ensures we are proactive in pursuit of partnerships, aspiring to achieve transformational change while generating income.

WWF engages with business and industry to drive environmentally sound business models and to accelerate moves towards a low carbon economy.

As part of our One Planet Future campaign, we have a number of initiatives, including One Planet Mobility (OPM) and One Planet Finance (OPF). During the year we brought together more than 30 European organisations from business, government and civil society – many of whom are now preparing to collaborate in the OPM project as we focus on sustainable urban mobility with five European partner cities.

At the same time, our OPF initiative contributed to the strategies, policies and practices of groups such as the Association of British Insurers, P8 (the world's largest pension funds), FairPensions, BankTrack (a network of organisations and individuals tracking the operations of the private financial sector and its effect on people and the planet), and HSBC.

As a result of our engagement with Marks & Spencer, the retailer is now embracing a project to look into its water footprint – the water used around the world to grow the food and textiles for its products. We have also been able to use partnership funds to support and promote forestry projects in Borneo.

Meanwhile, the WWF-UK Forest & Trade Network (FTN) is stronger than ever. More than 40 companies are members and together they account for over 40% of timber imports into the UK. This means the FTN is having a major impact on the way large UK companies procure materials – helping to protect the world's forests and habitats for endangered terrestrial species.

- **Objective 6.** Renew our Partnership Programme Agreement with DFID

In April we began our third Partnership Programme Agreement with the Department for International Development (DFID) and we continue on an ambitious joint portfolio of work. Through DFID, the UK government has increased its funding of our joint overseas

programmes from £10.68 million to £12.74 million over three years to 2011. This will enable us to accelerate our work to reduce poverty and improve environmental management in Latin America, Africa and Asia where we are demonstrating that good environmental governance has positive impacts and improves the wellbeing of people, especially the poor.

In Brazil, for example, some 45,000 people who live on the Amazon floodplains are benefiting from new land tenure policies that give them a stake in their own natural resources, especially the fish that provide them with their living. In Peru, our support has helped local communities hold the oil company Pluspetrol to account and reach a landmark agreement to limit the pollution of the Corrientes River.

And as a result of WWF's engagement in Tanzania, the environment is strongly embedded in the country's poverty reduction strategy, with the Department of the Environment seeing a tenfold increase in its budget in the first year of the plan. This should touch the lives of millions of people who entirely rely on nature for their income.

- **Objective 7.** Invest in developing brand understanding among potential supporter audiences.

Research using state-of-the-art marketing techniques revealed that the WWF brand is widely known and trusted, but that the public does not understand the complete scope of our work. Other research showed that WWF supporters, once on board, learn that in order to protect species, we need to protect habitats, and that to preserve habitats, we must provide alternative livelihoods to the people who earn their living from such areas.

Our agency partners who help us build communication campaigns are developing ideas to be launched in 2009. If successful, the public will expand their knowledge of the broader environmental work WWF-UK is engaged in around the world.

- **Objective 8.** Develop our vision of a One Planet Future and communicate to our supporters so they are better informed, involving some of them as active campaigners.

WWF's vision for a One Planet Future – a world in which people and nature thrive within their fair share of the Earth's natural resources – is the central theme of our new five-year strategic plan (see page 3) and is embedded in our supporter communications. During the year, our active campaigners numbered 28,000, including Emma Bierman. She is one of 18 young people from around the world chosen to join WWF's Voyage for the Future expedition to the Arctic, where she learned about the critical role the region plays in regulating the global climate. She is now promoting our One Planet Future campaign, and delivered a petition to 10 Downing Street calling on the government to commit itself to reducing the UK's CO₂ emissions by at least 80% by 2050.

- **Objective 9.** Make the best of available digital technologies to improve communications with stakeholders and streamline our systems for better effectiveness.

Our strategy is to integrate digital media into all our communications outlets in order to make the greatest impact on the widest audience. During the year we worked on the launch of our newly-designed website which will help us achieve important benefits: cutting the energy consumption of web servers by 20-40% via a new host partner; meeting the demands of campaign audience peaks by scaling up capacity when required; and doubling the conversion rate of visitors into donors, members and campaigners.

In 2007 we produced more reports for downloading online, and we used blogs and social networks such as Facebook to disseminate WWF's messages. We completed a number of photography commissions which highlight our key global and local projects. This year, we animated photographic stills on the website and added audio commentary to provide a powerful narrative of WWF's work in the field.

Through video interviews broadcast on wwf.org.uk, YouTube, Green.tv and other partner websites, our climate change experts related at first hand how WWF contributed to the UN Convention on Climate Change in Bali, and we equipped our young Ambassadors for Change with video cameras so that they could capture their hopes and aims through video diaries during an expedition around the coast of Svalbard in the Norwegian Arctic.

FINANCIAL REVIEW

Despite the challenging economic environment, and although actual funds raised decreased by 3%, 2008 was a successful year. Notable successes included the launch of our third Partnership Programme Agreement with the Department for International Development (DFID) through which the UK government has increased its funding of our joint overseas programmes from £10.68 million to £12.74 million over three years (see Objective 6 on page 11).

Another major success was a royal gala dinner attended by the Prince of Wales in support of our Amazon programmes. Support from corporate business partners grew by more than 20% during the year to over £6 million, highlighting the growing commitment of leading companies to add 'people and planet' to their traditional annual profit objectives. When we engage with a corporate partner, a mutually agreed 'environmental change' project is a key element of each partnership.

However, the core of our funding comes from concerned individuals who support us through cash gifts, monthly direct debits and thoughtful legacy donations. These sources account for about 57% of all income generated.

During the year a comprehensive review of fundraising trends and techniques was conducted. The output will see a number of new initiatives launched during 2009 (and some traditional methods revised and improved). We will test a wide range of new initiatives to engage supporters such as direct approach fundraising, direct response television advertising and events fundraising, and we will continue to innovate in the use of the internet and social

media for fundraising. Our trading operations will be significantly developed with a revised *Green Gifts* catalogue and an expanded range of branded merchandise sold in the high street. A major communication, awareness and fundraising initiative will be launched around the WWF global Earth Hour event in March 2009, when people around the world will switch off their lights for an hour to show their concern for climate change. We will also communicate more with supporters on legacy donations, which is a critical source of funding.

The objective of these activities is to generate an increase in membership (the lifeblood of any charity) and expand the number of campaigners, who add a powerful voice to our appeals to government to implement rigorous environmental legislation. We wish to increase our campaigner base by more than 50% in the year ahead.

OUR FOCUS FOR NEXT YEAR

Our objectives for 2008/09 are:

Strategy

- Launch and communicate our new five-year strategic plan.

Safeguarding the natural world

- Work with the WWF Network to support, manage and deliver clearly defined Network Initiatives which will protect the world's most special wildlife and places.
- Work with others to secure Marine Acts, in Scotland and at Westminster, which join up the management of UK seas.

Tackling climate change

- Help secure a fair and effective international agreement on climate change at Copenhagen in December 2009, by influencing UK political, business and public opinion, and mobilising strong UK participation in Earth Hour in March.
- Work with others to secure Climate Change Acts, in Scotland and at Westminster, which commit to substantial reductions in greenhouse gas emissions.

Changing the way we live

- Develop new business partnerships that generate income and lead to environmental change, and progress our partnerships with HSBC, Marks & Spencer and others.

Communicating and influencing

- Increase public awareness and broaden our support by promoting WWF's work widely through effective communications, campaigning and timely actions that relate to newsworthy events.

Funding our work

- Build on our existing support base, and recruit new financial supporters and campaigners, to enable us to deliver our five-year strategic plan

MANAGEMENT

Changes to Management Team

Three new directors were appointed during the year: Tobin Aldrich as Director of Fundraising, David Norman as Director of Campaigns and Oliver Smith as Deputy Director of Programmes. Caroline Emerton – Director of Resources resigned 30 November 2008.

Retiring Chairman

On behalf of the Trustees, I should like to pay tribute to my predecessor Christopher Ward, who retired as Chairman of the Trustees in June.

He first became involved with WWF-UK in the early 1990s. He became a Trustee in 1994 and was appointed Chairman in 2002 – the same year he also joined WWF International's board. Throughout his term of office, Christopher Ward promoted WWF's ethical engagement with business and industry, which contributed to beneficial partnerships with several international companies, not least HSBC and Marks & Spencer. The Trustees wish him well and appreciate all he has done on WWF's behalf.

GOVERNANCE

Structure, governance and management

WWF-UK is registered as a charity with the Charity Commission and is also a registered company limited by guarantee. It was founded in 1961 and was formerly known as the World Wildlife Fund and the World Wide Fund For Nature.

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 joint mission. Most of our programme activity takes place overseas through local WWF operations and other partners whom we grant fund. In the UK we campaign and run other programmes either on our own or in partnership with funders and other complementary organisations and activists. Details of transactions with related parties are included in Note 23 to the Accounts.

The Board of WWF-UK comprises up to 14 unremunerated Trustees, as listed on page 45 who are also the directors of the company limited by guarantee. The Board is responsible for setting policy, agreeing strategy and approving major commitments based on advice from senior management, as well as the appointment of the Chief Executive. Day to day operational matters are the responsibility of the Chief Executive who leads a Management Team comprising principal officers.

The Board has two principal committees – a Finance and Business Committee and a Programme Committee – to help it with its work. The Finance and Business Committee is responsible for reviewing WWF-UK's financial performance, and matters relating to management and organisation issues. There are three sub-committees of the Finance and Business Committee. These are the Audit Committee, which deals with the system of internal control and risk management, the Investment Committee, and the Pensions Committee. The Programme Committee advises the Board of Trustees on strategic issues affecting conservation programmes and related activities.

In addition, the Nominations and Remuneration Committee is responsible for recommending new Trustees to the Board. In making its recommendations, this Committee takes into account the mix of skills and competencies required. All new Trustees are invited to Panda House, our headquarters, for an induction to WWF-UK and the WWF Network.

This Committee is also responsible for confirming changes to payroll policies and the remuneration of the Chief Executive. Membership of all these committees is detailed on page 46 of this Report.

Statement of Trustees' Responsibilities

United Kingdom company and charity law requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and the group as at the end of the financial year, and of its incoming resources and application of resources, including its income and expenditure for that period. In preparing those financial statements, the Trustees are required to:

- select suitable accounting policies and apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards have been followed; and
- prepare the financial statements on a going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The Trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company, and to enable them to ensure that the financial statements comply with the Companies Act 1985, the Charities Act (1993), the Charities Accounts (Scotland) Regulations 2006 and the Charities and Trustee Investment (Scotland) Act 2005. They are also responsible for the system of internal control, for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Auditors

Each person who is a director at the date of approval of this report confirms that:

- (1) So far as the director is aware, there is no relevant audit information of which the company's auditors are unaware; and
- (2) The director has taken all the steps that he/she ought to have taken as a director in order to make himself/herself aware of any relevant audit information and to establish that the company's auditors are aware of that information.

This confirmation is given and should be interpreted in accordance with the provisions of section 234ZA of the Companies Act 1985.

Basis of accounts

The Report and Statements for the year ended 30 June 2007 appear in the format required by the Accounting and Reporting by Charities Statement of Recommended Practice (revised 2005). They also comply with the Companies Act 1985.

Post-balance sheet events

There are no significant post balance sheet events to report.

Environmental policy

As a direct consequence of our working activities, it is inevitable that WWF-UK has both positive and negative impacts on the environment. However, as an environmental charity, it is incumbent upon us to reduce any negative impacts to the minimum possible. We are also committed to encouraging our staff, suppliers and supporters to reduce their own negative impacts.

That is why we applied for, and achieved, ISO 14001 certification during the year. ISO 14001 is 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 continual monitoring and targeted improvement.

Public Benefit

WWF-UK is a leading independent environmental organisation which addresses global threats to people and nature such as climate change, and the unsustainable consumption of the world's natural resources. We do this by working with local communities to improve their livelihoods and the environment upon which we all depend.

In reviewing our aims and purposes and as part of planning our future programme of work, we the Trustees of WWF-UK have taken account of the guidance contained in the Charity Commission's guidance on public benefit. We consider how our planned programme of work will consistently contribute to the charity's aims and objectives. Our main areas of charitable activity are detailed throughout the Annual Report.

Equal Opportunities policies

WWF-UK is committed to a policy of equality of opportunity in all areas of employment. To encourage diversity in the workplace, formal policies in equal opportunities, disability and harassment have been developed and communicated to staff. General training on these policy areas is provided to staff and training is provided in areas such as recruitment and personal development reviews.

Consultation with and provision of information to employees

The Trustees and Directors encourage widespread consultation and exchange of information at all levels of the organisation. To comply with the requirements of the Information and Consultation (I&C) Regulations 2004 there is a formal agreement between employer and employees that has created a staff forum. This body ('The Forum') meets every six weeks and gives both employees (via representatives) and employer an arena to identify issues that require employee consultation.

Performance management

As a result of a major review, WWF-UK has significantly altered its appraisal system to reflect a greater organisational emphasis on performance management. The appraisal system now incorporates a set of Success Factors which describe behavioural standards, and the skills and knowledge we all need to effectively deliver the strategy. Ratings have been included to provide a clear indication of performance level, and 360 degree feedback is being used for the first time to provide a more rounded view of performance, particularly for managers. Training

in the new Performance and Development Review (PDR) process touches on day to day performance management, as well as managing poor performance – our Employee Survey told us these were areas in which to improve management capability. The PDR process will be online in 2009, once a major HR database upgrade has been completed.

Grant-making policy

WWF-UK makes grants, in line with its strategic objectives, to partners in the WWF Network and other conservation organisations. All grants are deemed payable to institutions. Any grants paid to an individual to carry out a research project are regarded as a grant to the institution with which the individual is connected.

Many grant commitments are made to long-running programmes, the outcomes of which are reviewed at regular periods. Under the *Accounting and Reporting by Charities: Statement of Recommended Practice revised 2005* (SORP), these are not performance related grants, so the total amount offered is accounted for in full on the date the project agreement is signed, even if the offered funding spans several years. Sometimes the restricted income that covers these grant offers cannot be accounted for in the same way and is recognised as income only when entitlement arises. This creates temporary negative restricted funds on the balance sheet, where the grant offer has been fully accounted for but the matching income cannot be accounted for in the same period. There is a reasonable level of confidence that these funds will be received in due course, so the negative restricted funds will eventually be eliminated.

Reserves policy

Our reserves policy was amended in the light of the recent strategic review. The policy, approved by the Finance and Business Committee in September 2008, is based on an assessment of risks to future income flows, and additionally identifies any funding requirements for specific initiatives. The resulting figure is then tested against current rates of expenditure to ensure it is adequate. The policy requires a minimum level of reserves so that we can protect our programme in the short term from any sudden drop in income. Although we plan to support many of our programmes for a number of years, our reserves provide a very low level of financial cover for our activities and we rely on the continuing generosity of our various donors to ensure that we can meet our programmatic and operational obligations.

Applying the assumptions set out in the policy, we would require free reserves of £16.8 million. As defined in the SORP, we are showing actual free reserves at June 2008 of £3.6 million (see note 18 to the financial statements) after the deduction of £14.7 million of negative restricted funds. Trustees are comfortable that these negative restricted funds will be received in due course, in line with expenditure being made, which would lead to the reported free reserves being closer to our target level.

Investment policy

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 our legal powers. This is underpinned by our socially responsible investment policy, which promotes the principles of sustainable development and improvements to the environment. Our policy was last reviewed in 2002/03. The performance of investments is measured against appropriate benchmarks. Despite the ethical mandate and the consequent restrictions on stock selection, the portfolio

remains ahead of the composite benchmark over the last five years at the end of the financial year.

The management of risk

The Trustees are responsible for ensuring that WWF-UK has a sound system of internal control to safeguard its assets and funds, and use their best endeavours to ensure that its policies are implemented and its aims and objectives are met. For reasons of cost and practicality, the system of internal control is intended to manage rather than eliminate risks, and to give reasonable rather than absolute assurances.

The Trustees exercise their responsibilities through their board meetings and the meetings of their sub-committees described on page 46. The system of internal control includes:

- A new five year plan, approved by Trustees in June 2008. This replaced the previous plan completed approved in March 2005 and reviewed by management in autumn 2006. The strategic plan covers the aims and objectives of the organisation and is used as a basis for annual planning and progress reviews.
- Annual performance targets and operating plans, with actual performance being monitored at regular intervals.
- A continuing risk assessment programme. The risk register is reviewed during the year and updates to the register and key risks are reported to the Audit Committee.
- An internal audit programme with findings and progress reviews being reported to the Management Team and the Audit Committee.
- A scheme of delegation from the Trustees to the Chief Executive and thereon to managers in the organisation. The revised scheme delegating authority from the Trustees to the Chief Executive, approved in June 2005 and restated in January 2008, is reviewed annually.
- A governance review which is being conducted by the Head of Legal in 2008/09.
- 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 that we monitor and manage our own impact on the environment. We are strongly committed to this and we demonstrate our transparency by annually publishing our performance against the targets we have set ourselves.

This report was approved by the Board of Trustees on 11 December 2008 and is signed on their behalf by:

Chair

INDEPENDENT AUDITORS' REPORT TO THE TRUSTEES OF WWF-UK

We have audited the financial statements of WWF-UK for the year ended 30 June 2008 set out on pages 22 to 44. These financial statements have been prepared in accordance with the accounting policies set out therein.

This report is made solely to the charitable company's members, as a body, in accordance with Section 235 of the Companies Act 1985 section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005, 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 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 and the company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Respective responsibilities of trustees and auditors

The trustees' (who are also the directors of WWF-UK for the purpose of company law) responsibilities for preparing the Annual Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) are set out in the Statement of Trustees' Responsibilities.

Our responsibility is to audit the financial statements in accordance with relevant legal and regulatory requirements and International Standards on Auditing (United Kingdom and Ireland).

We report to you our opinion as to whether the financial statements give a true and fair view and are properly prepared in accordance with the Companies Act 1985, the Charities and Trustee Investment (Scotland) Act 2005 and regulation 8 of the Charities Accounts (Scotland) Regulations 2006. We also report to you if in our opinion the information given in the Trustees' Report is consistent with the financial statements.

In addition we report to you if, in our opinion, the charitable company has not kept proper accounting records, if we have not received all the information and explanations we require for our audit or if information specified by law regarding trustees' remuneration and other transactions with the charity is not disclosed.

We read the Trustees' Report and consider the implications for our report if we become aware of any apparent misstatements within it. Our responsibilities do not extend to other information.

Basis of opinion

We conducted our audit in accordance with International Standards on Auditing (United Kingdom and Ireland) issued by the Auditing Practices Board. An audit includes examination, on a test basis, of evidence relevant to the amounts and disclosures in the financial statements. It also includes an assessment of the significant estimates and judgments made by the directors in the preparation of the financial statements, and of whether the accounting policies

are appropriate to the charitable company's circumstances, consistently applied and adequately disclosed.

We planned and performed our audit so as to obtain all the information and explanations which we considered necessary in order to provide us with sufficient evidence to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or other irregularity or error. In forming our opinion we also evaluated the overall adequacy of the presentation of information in the financial statements.

Opinion

In our opinion:

- the financial statements give a true and fair view, in accordance with United Kingdom Generally Accepted Accounting Practice, of the state of affairs of the charitable company as at 30 June 2008 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- the financial statements have been prepared in accordance with the Companies Act 1985, the Charities and Trustee Investment (Scotland) Act 2005 and regulation 8 of the Charities Accounts (Scotland) Regulations 2006; and
- the information given in the Trustees' Report is consistent with the financial statements.

Horwath Clark Whitehill LLP

Chartered Accountants & Registered Auditors

London, United Kingdom

Date

Consolidated statement of financial activities

(incorporating an income and expenditure account) for the year to 30 June 2008

	Notes	Unrestricted funds £'000	Restricted funds £'000	Endowment funds £'000	Total 2008 £'000	Total 2007 £'000
Incoming resources						
Incoming resources from generated funds						
Voluntary income						
Membership and donations from individuals		15,275	5,263	-	20,538	20,747
Corporate sponsorships and donations		1,559	4,764	-	6,323	5,306
Charitable trusts		281	703	-	984	749
Legacies		8,746	40	-	8,786	10,036
Activities for generating funds						
Lottery promotions		322	-	-	322	344
Trading activities		924	70	-	994	1,466
Investment income	2	927	124	-	1,051	831
Incoming resources from charitable activities						
Aid agencies and government grants	3	-	4,778	-	4,778	5,661
Income from non-governmental organisations		36	357	-	393	264
Total incoming resources		28,070	16,099	-	44,169	45,404
Resources expended						
Cost of generating funds						
Costs of generating voluntary income						
Membership and donations from individuals		6,813	741	-	7,554	8,403
Corporate sponsorship and donations		468	-	-	468	535
Charitable trusts		58	116	-	174	197
Legacies		379	-	-	379	412
Lottery promotions		120	-	-	120	120
Fundraising trading: cost of goods sold and other costs		1,541	-	-	1,541	1,464
Investment management fees		45	-	19	64	67
Costs of raising aid agency and government grants for charitable activities		207	-	-	207	224
Total cost of generating funds	4	9,631	857	19	10,507	11,422
Net incoming resources available for charitable application		18,439	15,242	(19)	33,662	33,982

		Unrestricted Funds	Restricted Funds	Endowment Funds	Total 2008	Total 2007
	Notes	£'000	£'000	£'000	£'000	£'000
Charitable activities						
Grants and project costs	4	6,661	24,766	-	31,427	27,265
Cost of other activities in furtherance of the charity's objectives						
Conservation	4	4,067	1,089	-	5,156	5,226
Education	4	1,282	12	-	1,294	1,495
Public awareness	4	3,711	5	-	3,716	2,871
Total charitable activities		15,721	25,872	-	41,593	36,857
Governance costs	4	530		-	530	374
Total resources expended	4	25,882	26,729	19	52,630	48,653
Net income/ (expenditure) before other recognised gains and losses		2,188	(10,630)	(19)	(8,461)	(3,249)
Net (loss)/gain on investment assets		(1,302)	-	(193)	(1,495)	1,433
Net movement in funds		886	(10,630)	(212)	(9,956)	(1,816)
Total funds brought forward	17	18,314	(530)	3,297	21,081	22,897
Total funds carried forward	17	19,200	(11,160)	3,085	11,125	21,081

Negative restricted funds and the deficit for the year were created by the recognition of multi-year grant commitment. We are confident of being able to meet the conditions and that the deficit will be matched by future income streams.

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.

Balance sheets

at 30 June 2008

		Group	<i>Group</i>	Charity	<i>Charity</i>
		2008	2007	2008	2007
	Notes	£'000	£'000	£'000	£'000
Fixed assets					
Tangible fixed assets	11	968	1,132	968	1,132
Investments	12	10,348	11,844	10,348	11,844
Total fixed assets		11,316	12,976	11,316	12,976
Current assets					
Current asset investment	12	15,027	11,114	15,027	11,114
Stocks	13	465	200	131	39
Debtors	14	3,790	3,682	4,043	3,800
Cash at bank and in hand		2,449	3,193	2,426	3,067
Total current assets		21,731	18,189	21,627	18,020
Current liabilities					
Creditors: Amounts falling due within one year	15	(12,314)	(8,022)	(12,216)	(7,858)
Net current assets		9,417	10,167	9,411	10,162
Total assets less current liabilities		20,733	23,143	20,727	23,138
Creditors: amounts falling due after more than one year	15	(9,608)	(2,062)	(9,608)	(2,062)
Net assets		11,125	21,081	11,119	21,076
Accumulated funds					
Endowment funds	17	3,085	3,297	3,085	3,297
Restricted funds	17	3,508	1,509	3,508	2,913
Negative restricted funds	17	(14,668)	(2,039)	(14,668)	(3,441)
Unrestricted funds	17	19,200	18,314	19,194	18,307
Total funds		11,125	21,081	11,119	21,076

The financial statements were approved by the Trustees on 11 December 2008 and signed on their behalf by:

Chair

Consolidated cash flow statement

For the year ended 30 June 2008

		2008	2007
	Notes	£'000	£'000
Net cash inflow from operating activities		2,446	3,900
Returns on investments and servicing of finance		1,051	831
Capital expenditure and financial investment		97	(350)
		<hr/>	<hr/>
Net cash inflow before use of liquid resources		3,594	4,381
Management of liquid resources and financing		(4,338)	(4,019)
		<hr/>	<hr/>
Increase in cash		(744)	362
		<hr/>	<hr/>
Reconciliation of net cash flow to movement in net funds			
		2008	2007
		£'000	£'000
(Decrease)/increase in cash at bank and in hand in the year		(744)	362
Increase in cash on short-term deposit		3,913	4,206
		<hr/>	<hr/>
Change in net cash arising from cash flows		3,169	4,568
Net funds brought forward 30 June 2007		14,307	9,739
		<hr/>	<hr/>
Net funds carried forward 30 June 2008		17,476	14,307
		<hr/>	<hr/>
1 Reconciliation of outgoing resources to net cash inflow from operating activities			
Net (outgoing) resources before other recognised gains and losses		(8,461)	(3,249)
Investment income received	2	(1,051)	(831)
Depreciation on fixed assets	11	315	311
(Increase)/decrease in stocks		(265)	27
(Increase)/decrease in debtors		(108)	560
Increase in creditors		11,838	7,082
Difference in unrealised gain/loss on investment		178	-
		<hr/>	<hr/>
Net cash inflow from operating activities		2,446	3,900
		<hr/>	<hr/>
2 Returns on investments and servicing of finance			
Investment income received		246	269
Interest received		805	562
		<hr/>	<hr/>
		1,051	831
		<hr/>	<hr/>

Consolidated cash flow statement for the year ended 30 June 2008 continued

	2008	2007
	£'000	£'000
3 Capital expenditure and financial investment		
Purchase of tangible fixed assets	(151)	(166)
Profit on sale of fixed asset property investments	-	303
Acquisition of fixed asset investments	(2,408)	(1,153)
Disposal of fixed asset investments	2,656	666
	<u>97</u>	<u>(350)</u>
4 Management of liquid resources and financing		
(Increase)/decrease in cash held for investment	(425)	187
(Increase) in cash on short-term deposit	(3,913)	(4,206)
	<u>(4,338)</u>	<u>(4,019)</u>
	At 1	Cash
	July	flow
	2007	June
	£'000	£'000
	£'000	£'000
5 Analysis of net funds		
Cash at bank and in hand	3,193	(744)
Cash on short-term deposit	11,114	3,913
	<u>14,307</u>	<u>17,476</u>
Total	14,307	17,476

Notes to the Accounts

1 ACCOUNTING POLICIES

Basis of accounting

The accounts have been prepared under the historical cost convention, with the exception of listed investments which are included on a market value basis. The accounts have been prepared in accordance with Accounting and Reporting by Charities Statement of Recommended Practice (revised 2005), 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 and have been applied consistently throughout the current and preceding year.

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.

The charity has availed itself of paragraph 3 (3) of Schedule 4 of the Companies Act and adapted the Companies Act formats to reflect the special nature of the charity's activities. No separate SOFA has been presented for the charity alone as permitted by Section 230 of the Companies Act 1985 and paragraph 397 of the 2005 SORP, but total income and expenditure is given in note 17.

Fund accounting

- **Unrestricted funds**

These funds can be used for any of the charity's purposes.

- **Restricted funds**

These funds have been raised by WWF-UK for particular restricted purposes and include funds with specific restrictions imposed by the donors.

WWF-UK acts as a custodian of these funds and consequently they are not available for general use.

- **Negative restricted funds**

These have been created by the recognition of multi-year grant commitments in our expenditure where associated income offers cannot be recognised as WWF-UK is not entitled to this income unless certain conditions are met.

Endowment funds

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

Incoming resources

Incoming resources are accounted for when the charity has entitlement, there is certainty of receipt and the amount can be reliably measured.

Membership income and other donations from individuals and income from lotteries is credited on a cash received basis.

Legacy: Residuary legacy entitlement is taken as the earlier of cash being received or estate accounts being settled. Pecuniary legacy is recognised as income on notification.

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

Income from investments is included gross.

Gifts in kind, where material, are included in donations at the value of the gift received.

Resources expended

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

Costs of generating funds are primarily those incurred in seeking voluntary contributions and other income, but also include an element of raising the charity's public profile in the context of the issues with which it deals.

In line with WWF-UK's strategic objectives, grants are made to partners in the WWF Network and to other conservation organisations. SORP 2005 states that 'expenditure should be recognised when and to the extent that a liability is incurred'. WWF-UK recognises the liability for the grant once we determine that a constructive obligation has been established. The grant is then discounted over the projected implementation period.

Governance costs relate to the organisational administration in compliance with constitutional and statutory requirements.

Foreign currencies

Transactions in foreign currencies are recorded at the rate of exchange at the date of the transaction. Foreign currency balances have been translated at the rates of exchange ruling at the balance sheet date.

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:

Motor vehicles	25.0% (4 years) on a straight line basis
Office furniture	12.5% (8 years) on a straight line basis
Equipment	25.0% (4 years) on a straight line basis
Leasehold improvements	10.0 - 20.0% (depending on lease term)
Contacts database system	14.3% (7 years) on a straight line basis

All tangible fixed assets are capitalised, subject to a cost threshold of £3,000.

Investments

Investments listed on a recognised stock exchange are stated at market value.

Any gains or losses on revaluation are taken to the Consolidated Statement of Financial Activities.

Stocks

Stocks are valued at the lower of cost and net realisable value.

Operating leases

Rental costs under operating leases are charged to the statement of financial activities in equal amounts over the periods of the leases.

Pensions

WWF-UK administers a group pension plan as well as a stakeholder pension plan for its employees. Neither of these is a defined benefit scheme. Payments made by the charity on behalf of individual employees are charged to the Consolidated Statement of Financial Activities as incurred.

2 INVESTMENT INCOME

	2008	2007
	£'000	£'000
Dividends and fixed interest	246	269
Bank interest	800	557
Rent received	5	5
	<u>1,051</u>	<u>831</u>

3 AID AGENCIES AND GOVERNMENT GRANTS

	2008	2007
	£'000	£'000
Grants from aid agencies and governments include funds from:		
Department for International Development		
Partnership Programme Agreement	3,587	3,560
DFID Non-PPA Funding	117	60
Department for Environment, Food and Rural Affairs (Defra)		
Strategic support, implementation of CITES in the UK	-	30
North-east Atlantic Invest In Fish programme	-	309
Romania Medicinal Plants	1	53
Papua New Guinea integrated river basin management: Sepik River	18	33
Community management, Kangchenjunga, Nepal	7	76
Community sustainable living	45	45
Ballinderry River enhancement	-	19
Marine Protected Areas, Solomon Islands	7	38
Other	-	3
European Union		
Pakistan, tackling poverty in coastal community project	5	115
UK Ravine WoodLIFE	22	187
Papua New Guinea community development and resource conservation in Transfly	88	65
Water Thirsty Crops, Pakistan	166	51
Mexico Forests	48	294
Great Ruaha River Programme, Tanzania	281	205
Water Thirsty Crops, India	158	119
Sepik River Livelihoods, Papua New Guinea	-	155
Other	-	9
Scottish Executive		
Reducing Scotland's global footprint	-	22
Water Sense Campaign	-	11
Scotland Climate Change Project	10	5
Pathways Project	-	6
Local Footprints	38	-
Clyde MSC	13	-
Other	10	-
Department of the Environment, Northern Ireland		
Towards Reducing our Ecological Footprint, Co Armagh, N Ireland	127	32

Notes to the accounts continued

Note 3 Aid agencies and government grants continued

	2008	2007
	£'000	£'000
Department for Communities and Local Government		
Checklist Toolkits for Regional Development Agencies	-	21
National College for School Leadership		
Green School Leadership Research Project	-	55
Leading Sustainable Schools NCSL	9	-
South West Regional Development Agency		
North-east Atlantic Invest In Fish programme	-	60
Department for Education and Skills		
Sustainable Schools in the UK	26	37
SEPA		
Global Footprint	-	10
Other agencies	-	10
Grants over-provided in previous years	(5)	(34)
Total	4,778	5,661

4 RESOURCES EXPENDED

	Activities undertaken directly	Grant funding of activities	Support costs (note 5)	Total 2008	Total 2007
	£'000	£'000	£'000	£'000	£'000
Species	174	3,402	56	3,632	5,462
Freshwater	1,414	12,948	175	14,537	5,845
Forests	343	3,101	130	3,574	5,097
Climate Change	275	633	86	994	755
Toxics	-	250	-	250	100
Marine	122	1,041	136	1,299	2,169
Network Support and Capacity Building	545	3,708	88	4,341	4,290
Global Policy	470	568	9	1,047	1,973
Campaigns and UK Social Change	914	836	3	1,753	1,574
Total grants and project costs	4,257	26,487	683	31,427	27,265
Conservation (non project specific)	4,364	-	792	5,156	5,226
Education	1,000	-	294	1,294	1,495
Public awareness	3,138	-	578	3,716	2,871
Cost of generating funds	9,376	-	1,131	10,507	11,422
Governance	530	-	-	530	374
Total Resources expended	22,665	26,487	3,478	52,630	48,653

5 SUPPORT COSTS

	Management & Finance	Human Resources	Information Technology	Premises & Facilities	Total 2008	Total 2007
	£000	£000	£'000	£'000	£'000	£'000
Total grants and project costs	92	129	196	266	683	798
Conservation	98	148	227	319	792	682
Education	36	55	84	119	294	314
Public awareness	71	108	166	233	578	503
Cost of generating funds	138	212	325	456	1,131	1,103
	435	652	998	1,393	3,478	3,400

Basis for the support cost allocation

All central support costs are allocated on the basis of the full-time equivalent head count in each area.

6 GOVERNANCE COSTS

Governance costs include internal and external audit costs, Trustees' expenses and a proportion of the costs of the offices of the Chief Executive and Director of Resources.

7 GRANT AND PROJECT COSTS

Individual conservation projects and grants are grouped as Programmes that reflect our key conservation priorities. Grants are made to institutions in the UK and internationally, to WWF International and to independent programme offices managed either by WWF International or WWF-US, or other partners. This information is normally the basis of reporting to donors, including government agencies. The total amount offered is accounted for in full on the date the project agreement is signed, even if the offered funding spans several years. Amounts committed but not yet paid are shown in note 15 as Grant commitments.

Programme	2008	2007
Organisation	£'000	£'000
Independent Organisation		
Namibia Programme	839	1,518
WWF International		
WWF Network Support	3,400	3,177
WWF Family		
The Climate Partnership – China Programme	5,850	-
The Climate Partnership – Brazil Programme	4,452	-
The Climate Partnership - India Programme	1,789	-
The Climate Partnership - USA Programme	500	-
Columbia Programme	1,642	481
Species Conservation Programme	1,600	1792
Eastern Himalayas Programme	706	803
Forests of New Guinea Programme	521	1,070
East Africa Marine Programme	500	433
East Africa Coastal Forests Programme	410	335
Heart of Borneo Programme	293	-
Southern Policy Capacity Programme	255	-
Amazon Network Initiatives	356	-
Poverty and Livelihood Programme - Latin America	-	1,144
Ruaha Freshwater Programme	-	787
North East Atlantic Marine Environment (NEAME)	-	714
European Programme	-	572
Mexican Forests Programme	-	561
Extinct Programme	-	419
Water for Life Freshwater Programme Brazil	-	402
Rio Conchos Freshwater Programme	-	378

Notes to the accounts continued

Note 7 Grant and Project costs continued

	2008	2007
	£'000	£'000
WWF UK		
Cities Programme	644	-
The Climate Partnership UK Programme	532	-
The Climate Partnership	362	-
One Planet Future	355	-
Footprint Programme	329	350
Trade and Investment Programme	-	913
Wildlife Trade	-	454
Forest & Trade and Policy Programme	-	381
Total largest 20 Programmes costs	25,335	16,684
Other projects	5,409	9,783
Total Grants and Projects costs (Note 4)	30,744	26,467
Support Costs (Note 4,5)	683	798
Total amount spent and committed to programmes and projects	31,427	27,265

8 STAFF COSTS

	2008	2007
	£'000	£'000
Wages and salaries	9,335	9,448
Social Security costs	969	955
Pension costs	630	633
	10,934	11,036

In addition, the cost of temporary staff in the year was £249,998 (2006/07: £255,223)

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

	2008	2007
	Number	Number
£60,001 to £70,000	2	2
£70,001 to £80,000	1	-
£80,001 to £90,000	2	-
£90,001 to £100,000	-	1
£110,001 to £120,000	1	-
Total	6	3

The year on year change is caused by several Directors joining the organisation during 2007.

Pension contributions for the six highest paid employees amounted to £35,164 in the year (2006/07: £13,855).

Pension contributions to the stakeholder pension scheme for the organisation amounted to £629,732 in the year (2006/07: £631,763). There were no outstanding or prepaid amounts at the year end.

Notes to the accounts continued

The average number of employees calculated on a full-time equivalent basis, analysed by function, was:

	2008	2007
	Number	Number
Charitable activities	152	167
Generating funds	87	80
Support and governance	50	48
	289	295

9 TRUSTEES' REMUNERATION AND EXPENSES

No Trustee has received any remuneration from WWF-UK during the year (2007: nil). Expenses totalling £7,385 (2006/07: £2,871) were reimbursed to five Trustees (2006/07: two Trustees) for travel costs incurred in attending meetings.

During the year the charity paid £1,680 (2006/07: £1,680) in respect of Trustees' indemnity insurance on behalf of the Trustees.

10 NET INCOMING RESOURCES FROM OPERATIONS

	2008	2007
	£'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 charities annual accounts	43	40
Fees payable to the charity's auditors for the audit of the charities subsidiaries pursuant to legislation	18	20
Total audit fees	61	60
Taxation	-	2
Total non-audit fees	-	2
Depreciation of tangible fixed assets	315	312
Operating lease rentals:		
Plant and machinery	60	15
Other	650	581
Total operating lease rental	710	596
Unrealised loss on foreign exchange translation *	1,183	58

In addition WWF-UK recovered Value Added Tax (VAT) from HMCE in financial year 2008 for the sum of £399,488 in 2007 it was £491,136. In 2007 VAT reclaim was exceptionally high due to a claim made following The Children Society ruling.

* The Unrealised losses on foreign exchange are not comparable across the two reporting years. From 2008, WWF-UK is separating the actual cost of fulfilling our grant obligations from the budgeted cost to give more transparency on the impact of foreign exchange.

11 TANGIBLE FIXED ASSETS FOR USE BY THE CHARITY

GROUP AND CHARITY	Motor vehicles	Office furniture and equipment	Leasehold improvements	Contacts database system	Total
	£'000	£'000	£'000	£'000	£'000
Cost or valuation					
At 30 June 2007	14	831	774	1,175	2,794
Additions in the year	-	89	31	31	151
Disposal in the year	(14)	-	-	-	(14)
Equipment recycled	-	(249)	-	-	(249)
At 30 June 2008	-	671	805	1,206	2,682
Depreciation					
At 30 June 2007	14	761	354	533	1,662
Charge for the year	-	33	98	184	315
Depreciation on disposal	(14)	-	-	-	(14)
Depreciation on equipment recycled	-	(249)	-	-	(249)
At 30 June 2008	-	545	452	717	1,714
Net book value					
At 30 June 2008	-	126	353	489	968
At 30 June 2007	-	70	420	642	1,132

12 INVESTMENTS

GROUP AND CHARITY	2008	2007
	£'000	£'000
Fixed Asset Investments		
Market value at 1 July	11,411	9,794
Additions at cost	2,408	1,153
Disposals at cost	(2,656)	(666)
Net (loss)/gain on revaluation of investment portfolio	(1,673)	1,130
Market value at 30 June	9,490	11,411
Cash balances	858	433
Total market value at 30 June	10,348	11,844
Cost at 30 June	8,917	8,638

Note 12 Investments continued

	2008	2007
	£'000	£'000
Portfolio distribution		
UK fixed interest	812	681
UK equities	4,696	5,931
Overseas equities	3,632	4,315
Overseas fixed interest	223	278
Unit trusts	127	206
Cash funds	858	433
Investment portfolio total	10,348	11,844
Restriction analysis		
Endowment funds	3,085	3,297
Unrestricted funds	7,263	8,547
	10,348	11,844

Holdings over 5%

One investment, Newton MFM Continental European Sterling Overseas equities, represented 13% of the investment portfolio at 30 June 2008.

Newton Investment Management Ltd, acting as agent on behalf of WWF-UK, has appointed The Bank of New York Limited as custodian and safe keeper of the Group's investments.

Current asset investment

Current asset investment was represented by short-term deposits.

13 STOCKS

Stocks consist of finished goods for resale held by both the charity and the subsidiary company, WWF-UK (World Wide Fund For Nature) Trading Limited.

14 DEBTORS

	Group	Group	Charity	Charity
	2008	2007	2008	2007
	£'000	£'000	£'000	£'000
Amounts due within one year:				
Trade debtors	235	337	128	202
Amounts due from WWF-UK (World Wide Fund For Nature) Trading Limited	-	-	457	433
Other debtors	1,479	1,123	1,479	1,123
Prepayments and accrued income	2,076	2,222	1,979	2,042
	3,790	3,682	4,043	3,800

Notes to the accounts continued

15 CREDITORS

	Group	Group	Charity	Charity
	2008	2007	2008	2007
	£'000	£'000	£'000	£'000
Amounts falling due within one year:				
Trade creditors	1,424	330	1,352	280
Grant commitments	9,592	5,297	9,592	5,297
PAYE & National Insurance	287	272	287	272
Other creditors	158	81	157	79
Accruals	650	1,153	625	1041
Deferred income	203	889	203	889
	12,314	8,022	12,216	7,858
Amounts falling due after one year:				
Grant commitments	9,608	2,062	9,608	2,062
Total Creditors	21,922	10,084	21,824	9,920

15 (a) Grant commitments reconciliation

	Group	Group	Group	Group
	2008	2008	2007	2007
	£'000	£'000	£'000	£'000
Grant commitments brought forward		7,359		-
New grant commitments	27,905		22,918	
Grant paid	(15,420)		(15,559)	
Net movement in the year		12,485		7,359
Multi-year projects discounted		(644)		-
Grant commitments carried forward		19,200		7,359
Amounts due within a year		9,592		5,297
Amounts due over a year		9,608		2,062

15 (b) Movement – Deferred income

	At 1 July			At 30
	2007	Receipt	Charges	June 2008
	£'000	£'000	£'000	£'000
Corporate sponsorships	737	-	(737)	-
Refurbishment reimbursement	44	-	(7)	37
Programmes	108	-	(108)	-
Projects	-	156	-	156
Other	-	10	-	10
	889	166	(852)	203

16 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 owned by WWF-UK.

The main activities of the company are the sale of environmentally friendly products and other goods, running lotteries, receiving licensing and sponsorship income and miscellaneous trading activities.

The aggregate assets of the subsidiary company were £560,685 (2006/07: £601,799) and the aggregate liabilities were £554,397 (2006/07: £595,511), resulting in shareholders' funds of £6,288 (2006/07: £6,288).

The taxable profits earned by the company are donated to WWF-UK and in the current year amounted to £1,029,422 (2006/07: £596,595).

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

	2008	2007
	£'000	£'000
Profit and Loss Account:		
Turnover	2,565	2,154
Cost of sales	(690)	(812)
Gross profit	1,875	1,342
Distribution costs	(358)	(375)
Administrative expenses	(502)	(378)
Operating profit	1,015	589
Interest receivable	14	8
Profit on ordinary activities before and after taxation	1,029	597
Donation to WWF-UK	(1,029)	(597)
Retained result for the financial year	-	-
Retained profit brought forward	6	6
Retained profit carried forward	6	6

17 GROUP STATEMENT OF FUNDS

	At 1 July 2007	Incoming Resources	Outgoing Resources	Net Gains & Losses	Transfers	At 30 June 2008
	£'000	£'000	£'000	£'000	£'000	£'000
Endowment Summary						
Kleinwort Endowment Fund	1,878	-	(11)	(110)	-	1,757
Willingdon Memorial Fund	1,419	-	(8)	(83)	-	1,328
	3,297	-	(19)	(193)	-	3,085
Restricted Funds summary						
Eastern Himalayas	185	267	(379)	-	-	73
HSBC Freshwater Programme	811	-	-	-	(811)	-
Rhinos	-	388	(340)	-	-	48
DFID – Regional Assistance Plan	(344)	815	(88)	-	-	383
Standard Chartered Bank	-	510	-	-	-	510
Amazon	82	862	(417)	-	-	527
Primates	-	528	(189)	-	-	339
Marks & Spencer Ethical & Eco Programmes	-	500	(290)	-	-	210
Other Broadly Restricted Funds	210	1,849	(1,280)	-	-	779
Other Project Restricted)	565	1,882	(1,808)	-	-	639
Positive Restricted Fund	1,509	7,601	(4,791)	-	(811)	3,508
Negative Restricted Funds summary						
HSBC Climate Partnership	854	2,446	(13,559)	-	811	(9,448)
Tigers	120	624	(1,194)	-	-	(450)
Endangered/Vanishing Species	-	1,299	(1,845)	-	-	(546)
DFID	(1,317)	2,772	(4,658)	-	-	(3,203)
DFID – Responsible Wood	(214)	117	(29)	-	-	(126)
Procurement China						
Pandas	38	306	(437)	-	-	(93)
EC Sepik Livelihoods, Papua New Guinea	(435)	-	(79)	-	-	(514)
EC India Thirsty crops	(380)	158	(61)	-	-	(283)
EC Ruaha Programme, Tanzania	(472)	281	(37)	-	-	(228)
European Commission - Other	(193)	136	(170)	-	-	(227)
Other Broadly Restricted Project	(40)	359	(469)	-	-	(150)
Multi-year projects discounted	-	-	600	-	-	600
	(2,039)	8,498	(21,938)	-	811	(14,668)
Total Restricted Funds	(530)	16,099	(26,729)	-	-	(11,160)
Unrestricted Funds	18,314	28,070	(25,882)	(1,302)	-	19,200
Total Funds	21,081	44,169	(52,630)	(1,495)	-	11,125

Permanent endowments

The Kleinwort Endowment Fund was established in 1970. Under the terms of the trust, the fund is invested in approved equities. Income is available for the general purposes of WWF-UK. The fund is represented mainly 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 mainly by fixed asset investments.

Restricted funds

Restricted funds are grants and donations given for specific purposes: these may be project-specific or more broadly restricted to a theme or country. Other Restricted Funds consolidates all restricted funds where neither income nor expenditure exceeds £300,000.

Negative restricted funds arise where multi-year project income from grants is subject to specific conditions and so cannot be recognised in full on the date of the offer but where a commitment to grant expenditure has already been recognised in full. WWF-UK has a track record of being able to meet conditions and fully claim such grants and we are confident that these amounts shown as negative restricted funds will be fully claimed over time.

Charity Statement of Financial Activities (SOFA)

The total income of the charity in 2008 was £41.6 million (2006/07 £44.7 million) and total expenditure was £51.1 million (2006/07 £47.1 million).

18 ANALYSIS OF GROUP ASSETS AND LIABILITIES BETWEEN FUNDS

	Unrestricted Funds	Restricted Funds	Endowment Funds	Total 2008	Total 2007
	£'000	£'000	£'000	£'000	£'000
Tangible assets	968	-	-	968	1,132
Investments	7,263	-	3,085	10,348	11,844
Fixed assets	8,231	-	3,085	11,316	12,976
Current assets	21,731	-	-	21,731	18,189
Current liabilities	(10,336)	(1,978)	-	(12,314)	(8,022)
Long-term liabilities	(426)	(9,182)	-	(9,608)	(2,062)
Net Assets	19,200	(11,160)	3,085	11,125	21,081

	Notes	2008 £'000	2007 £'000
As part of the above funds, free reserves are calculated as being:			
Total unrestricted funds	18	19,200	18,314
Less:			
Tangible fixed assets	18	(968)	(1,132)
Negative restricted fund	17	(14,668)	(2,039)
Total Free reserves		3,564	15,143

Negative restricted funds arise when restricted income offered to WWF-UK includes conditions that prevent it from being accounted for in full straight away; the income is recognised only when entitlement arises. This creates temporary negative restricted funds on the balance sheet, where the programme grant offer made by WWF-UK has been fully accounted for but the matching income WWF-UK hopes to receive cannot be accounted for in the same financial period. There is a reasonable level of confidence that these funds will be received in due course, and so the negative restricted funds will eventually be eliminated.

In 2008 WWF-UK entered into several multi-year grant commitments which we expect to fund from income offered by HSBC and DFID; these two funders account for most of the increase in Negative Restricted Funds compared to 2007.

19 OPERATING LEASE COMMITMENTS

At the end of the year, WWF-UK was committed to making the following payments during the next year in respect of operating leases:

	2008	2008	2007	2007
	Land and	Plant &	Land and	Plant &
	buildings	Machinery	buildings	Machinery
	£'000	£'000	£'000	£'000
Leases which expire:				
- within one year	15	-	15	7
- within two to five years	535	27	535	-
- after five years	26	-	26	-
	576	27	576	7

20 LEGACY NOTIFICATIONS

By the end of the financial year, WWF-UK has been advised of a number of legacies which have indicated the charity as a beneficiary. These have not been included in the Statement of Financial Activities as the company's final entitlement has not yet been established by the executors. The initial indicated values for individual legacies estimated to be in excess of £200,000 amount to a total of £481,428 (2007: £249,993).

21 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 value of indemnities provided over the last three financial years, for receipts in excess of £25,000, amounted to £441,333 (2007: £225,947).

23 RELATED PARTY TRANSACTIONS

The former Chairman of WWF-UK, Christopher Ward, was also a Trustee of WWF International. The new Chair, Ed Smith, is a Trustee of WWF International and a member of the WWF International Audit Committee.

A Trustee, Camilla Toulmin, has served as the Director of the International Institute for Environment & Development (IIED) during the year.

The Deputy Director of Programmes, Oliver Smith, is a Trustee of ChemTrust. A member of staff has declared that her partner is the Chairman of ChemTrust.

The Chief Executive, David Nussbaum, and the Deputy Director of Programmes, Oliver Smith, serve as Trustees of the Alliance of Religion and Conservation.

A member of staff is a Trustee of the Rufford Small Grants Foundation.

A member of staff is a Trustee of The Environment Council.

The Trustees of WWF-UK are required to appoint a Trustee of the Iris Darnton Foundation as per that Foundation's Trust Deed.

The aggregate amount of the company's trade with these organisations amounted to:

	2008	2007
	£'000	£'000
WWF International, including Programme Offices under its direct control		
Funds provided and expenditure in respect of institutional development, communications and public awareness	11,538	14,773
Grants received	89	12
Amounts due from the above included in trade debtors	57	68
Amounts due to the above included in trade creditors	2	3
Alliance of Religion and Conservation (ARC)		
Funds provided	75	55
ChemTrust		
Funds provided	200	44
International Institute for Environment & Development (IIED)		
Funds provided	80	35
Rufford Small Grants Foundation		
Funds received	306	200
Iris Darnton Foundation		
Funds received	30	45
The Environment Council		
Funds provided	191	-

24 TAXATION

WWF-UK is a registered charity and as such is 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 remits by Gift Aid any taxable profit to WWF-UK.

25 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 its being wound up.

WWF-UK CORPORATE DIRECTORY

The information shown below is that pertaining between 1 July 2007 and 11 December 2008, the date of signing the accounts.

Board of Trustees and Directors

Ed Smith (Chair) (appointed 27 March 2008, became Chair 26 June 2008)

Dr David Bryer (appointed 26 June 2008)

Rita Clifton

Professor Sir Peter Crane FRS

(retired January 2008)

Colin Day (retired 13 December 2007)*

Professor Ian Diamond

(appointed 26 June 2008)

Bernard Donoghue

David Gregson

Professor Sir John Lawton CBE, FRS

(retired March 2008)

Professor David Macdonald

(appointed 26 June 2008)

John Manktelow

Dr Valentin von Massow

(appointed 26 June 2008)

Alberto Piedra

David Taylor-Smith MBE

Dr Camilla Toulmin

Christopher Ward (retired 26 June 2008)

Professor Kathy Willis

(appointed 26 June 2008)

* Colin Day retained his role of Honorary Treasurer.

Company Secretary

Susan Gent

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

HRH Princess Alexandra, the Hon Lady Ogilvy KG, GCVO (President)

The Rt Hon Lord Buxton MC, DL (Vice-President)

Sir Martin Laing CBE (Trustee Emeritus)

The Hon Mrs Sara Morrison (Trustee Emeritus)

Sir Arthur Norman KBE, DFC (Trustee Emeritus)

Current Membership of Committees

Finance and Business Committee

Ed Smith (Chair)
Nicholas Brett
Colin Day
John Manktelow
Alberto Piedra
David Taylor-Smith MBE
Charles Wilson
David Gregson
Dr Valentin von Massow

Programme Committee

Professor Ian Diamond (Chair)
Professor Andrew Balmford
Mike Barry
Dr Steve Bass
Dr Steve Broad
Dr David Bryer
Ian Christie
Dr Charlotte Grezo
Professor David Macdonald
Dr Helen Marquard
Dr Ros Wade
Professor Kathy Willis

Audit Committee

John Manktelow (Chair)
Colin Day
Patrick Oram
Jeff Phillips

Pensions Sub-Committee

Colin Day (Chair)
Melanie Burnip
Mark Hathaway
John Manktelow
Nikki Robinson (Staff representative)

Investment Sub-Committee

Colin Day (Chair)
Jamie Korner
Simon Rivett-Carnac
Alice Ryder
Gemma Woodward

Nominations & Remuneration Committee

Ed Smith (Chair)
Colin Day
Bernard Donoghue

Green Headquarters' Committee

Chairman

Colin Day (Chair)
Rita Clifton
John Manktelow
David Taylor-Smith
Camilla Toulmin

Corporate Management Team/Principal Officers

Chief Executive	David Nussbaum
Director of Resources	Caroline Emerton (resigned 30 November 2008)
Director of Communications	Winnie De'Ath
Director of Campaigns	David Norman (appointed 1 February 2008)
Director of Fundraising	Tobin Aldrich (appointed 6 May 2008)
Director of Programmes	Dr Glyn Davies
Deputy Director of Programmes	Oliver Smith

Principal Professional Advisers

Bankers	The Co-operative Bank, London City Office 80 Cornhill London EC3V 3NJ
Auditors	Horwath Clark Whitehill LLP St. Bride's House 10 Salisbury Square London EC4Y 8EH
Solicitors	Barlow Robbins The Oriel Sydenham Road Guildford Surrey GU1 3SR
Investment Managers	Newton Investment Management Ltd, London 160 Queen Victoria Street London EC4V 4LA