



WWF-UK STRATEGY

2013-18

WHY CHANGE NOW?

We're already a successful organisation. We have strong relationships with UK governments, with business leaders, and within the international WWF Network. And our insights are as widely sought-after as they ever have been.

WE'VE DECIDED TO MAKE A BOLD INVESTMENT IN ACHIEVING WHAT WE BELIEVE IS NECESSARY

So why do we need to change, when we're already doing effective work? And why now?

We need to work differently

Despite our many successes, we're not influencing decisions quickly enough to stop overall declines in the health of natural systems. For every success we point to – from the UK climate and marine acts to the growth in certified sustainable fish and timber – we see other global indicators, not least levels of CO₂, going the wrong way. And, as economies grow, the pressure from increasing consumption is damaging the natural world on which human wellbeing depends.

Faced with this, we've decided to make a bold investment in achieving what we believe is necessary.

Figure 1: Global Living Planet Index
(WWF/ZSL, 2012)

Figure 1 traces the 28% decline since 1970 in the health of the many thousand wildlife populations we track in the *Living Planet Report*

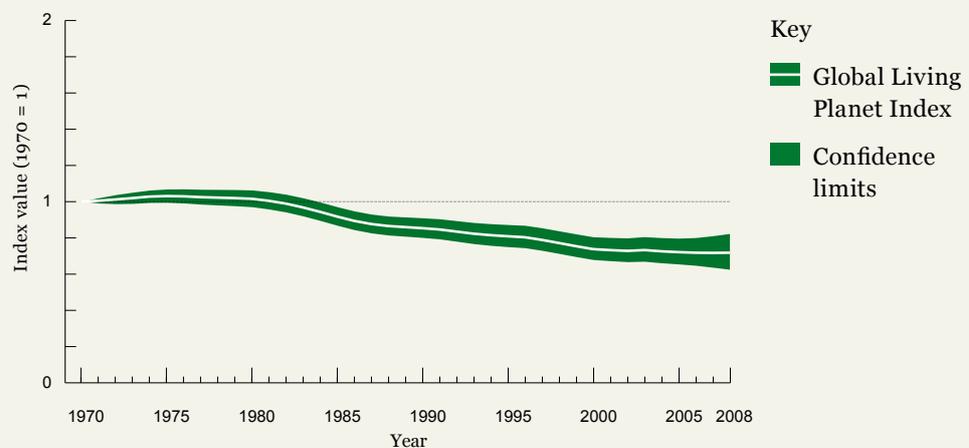
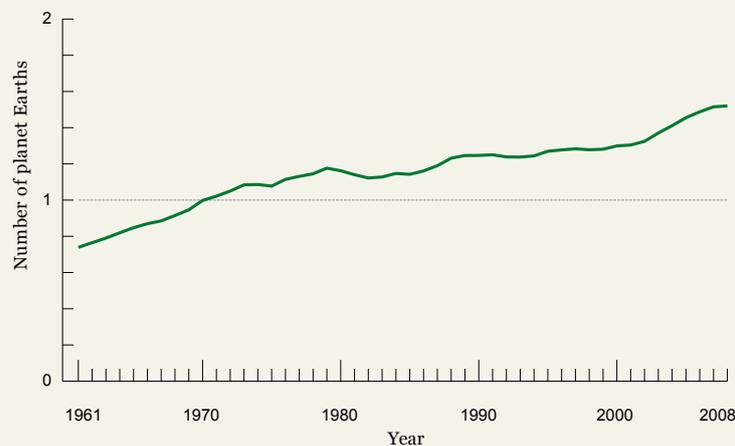


Figure 2: Global Ecological Footprint
(Global Footprint Network, 2011)

Figure 2 shows the increase in humanity's demand on the natural world. It has more than doubled since 1961



WE'LL RESPOND TO THREE IMPORTANT TRENDS

1. Increasing pressure on the natural world

According to our *Living Planet Report 2012*, biodiversity declined globally by around 30% between 1970 and 2008 – and in the tropics this figure was 60%. Demand for natural resources has doubled since 1966. And global greenhouse gas emissions continue to increase as the world risks locking itself into a fossil fuel economy – while the scale and rate of climate impacts increase.

So we must achieve transformational change on the same scale as the threats faced by the natural world. We must devote sufficient resources to interventions that have the strongest potential to reverse those threats.

2. The global shift south and east

The economies of the global South and East are becoming increasingly significant and use a growing proportion of the world's natural resources. Many economies in the global North and West are troubled. With this shift in economic power has come a shift in political power and influence. We have an opportunity to strengthen our voice at the heart of decision-making in the newly-emerging powers of the world – countries in regions where the world's most important biodiversity is concentrated. The WWF Network has a long-standing presence in many of these places.

So, in the UK, we'll play a leading role in helping the international WWF Network develop even stronger, more influential offices in the global South and East. Those offices are best placed to lead on both strategy and implementation: our role is to invest in their work and strengthen their capabilities – and their potential to fundraise – for the long term.

3. Digital communications

The growth of digital communications is revolutionising the way in which organisations and people relate to each other. Understanding our audiences and listening to them has always been important to us. Online communications have expanded our opportunity to do this – and transformed our audiences' expectations. We need to play a part in millions of interlinked conversations. And for people to invite us into their conversations, we need to make sure we explain our aims in ways that are immediately relevant to their lives.

So we'll develop a digital first approach to our communications with people. We'll use the potential of the digital world to learn from our supporters as well as to engage, inform and inspire them and increase their influence alongside ours.

X2
DEMAND
FOR NATURAL
RESOURCES
HAS DOUBLED
SINCE 1966



THE MAIN ELEMENTS OF OUR STRATEGY

Our global 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.

Our vision

We want a world with a future in which people and nature thrive.

Our role

We work with others to safeguard the natural world.



Our approach

We lead the way, connect people, see the bigger picture and seek solutions.

What we stand for

We believe in standing up for nature, because people have a responsibility towards the natural world.

We also believe that a living planet – from the global climate to local environments – is vital as the source of our food, clean water, health and livelihoods. And as a source of inspiration, now and for future generations.

We believe in taking special account of the needs of poor communities.

How we'll fulfil our role

We'll influence the key decisions that will safeguard the natural world, in the places where it matters most. And we'll influence how those decisions are implemented.

We'll take more time to engage with our different audiences in many connected conversations. We'll listen more, and we'll make sure that our audiences better understand the breadth of our work.

We'll build an adaptable and capable organisation, better united within the global WWF Network.

BIGGER IMPACTS

We've set ourselves ambitious targets on six 'big wins'. We'll meet these, and other key challenges, by 2018.

-45%

The Living Planet Index shows that tropical terrestrial wildlife populations fell by nearly 45% between 1970 and 2008



Wildlife restored

Populations of 10 of the world's most iconic and threatened species are safeguarded.

Our focus will be on tigers and other species in Asia: Amur leopards, snow leopards, Javan rhinos, orang-utans, freshwater dolphins and porpoises, and giant pandas. Elsewhere, the key species we'll support include black rhinos in Africa and polar bears in the Arctic.

Forests and oceans sustained

There's a significant increase in the area of forests and oceans effectively managed and protected in our priority places.

Millions of hectares of forest habitats will be maintained in the eastern Himalayas, east Africa and the Amazon. In the oceans, we'll focus on: tuna fisheries in the Pacific and western Indian oceans; the polar regions; and the seas around the UK and Europe.

-70%

The tropical freshwater index has declined by 70% since 1970



Rivers flowing

Four of the world's great rivers – the Yangtze, Mekong, Ganges and Amazon – have secured or improved flows, and UK rivers are restored.

Our targets require us to influence policies on dam building, as well as river basin management plans with diverse stakeholders including those using British chalk-streams.

Sustainable timber and seafood traded

Timber and seafood sectors in the UK are radically changed.

This builds on our work with retailers and wholesalers to ensure sustainable trade, based on sustainable production and supported by sustainable consumption – so that natural resources are maintained and even restored.

Carbon emissions reduced

We've worked in coalitions to shift energy policy in Europe, China, India and Brazil to reduce carbon emissions sufficiently to avoid catastrophic impacts of climate change.

We'll continue to press for strong climate targets from the UK government and devolved administrations. And we'll work with colleagues in the WWF Network to build consensus in major new economies to reduce carbon emissions.

Valuing nature

We've ensured that the true values of nature are reflected in political and economic decision-making in our priority places.

This will support sustainable development by integrating the value of environmental resources and biodiversity into national policies, and relating this to decisions on landscape planning.



2.9

Following current trends, by 2050 humanity will require 2.9 planets

OUR NEW FOCUS

The natural world faces huge pressures that we can only tackle if we achieve truly transformational changes. So we'll now work at a far bigger scale on a realistic, smaller number of challenges:

Priority places

We'll focus on supporting WWF's work in four key parts of the global South and East.



We selected these parts of the world based on their influence on the global stage and their importance for safeguarding the natural world – either because of the biodiversity within their national borders, or because of the growth in their use of natural resources in other countries. We also considered the strength of the existing relationships we have with the WWF offices in those places.

Corporate stewardship

We'll engage the business community so global companies become stewards of the natural world on which their activities depend. So they can operate in and source from thriving natural habitats. We'll define, and focus on, those business sectors in which we believe we can make the greatest difference.

UK and EU environmental champions

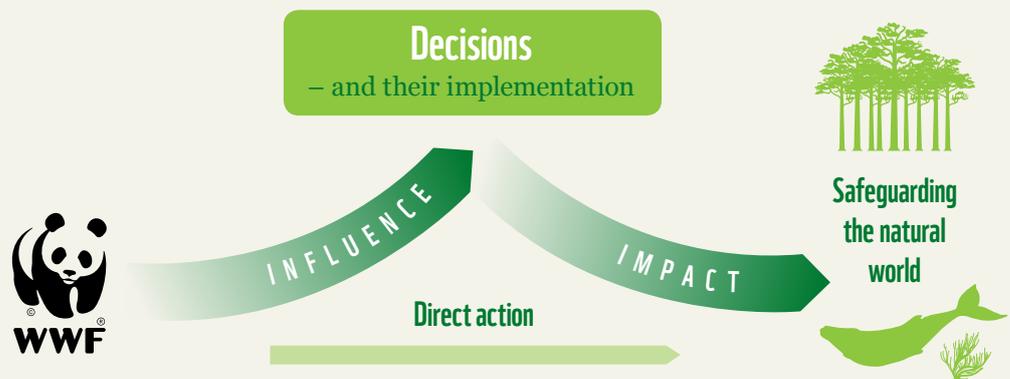
We'll work to ensure that governments in the UK and EU remain environmental champions – particularly when it comes to policies on climate and energy, marine issues and international development. To free up resources that'll support our influencing work in the global South and East, we'll need to cut back our other policy work in the UK and EU.

INFLUENCING THE KEY DECISIONS

We'll make best use of our recognised and trusted position to access and influence governments and businesses, as well as the media.

Using our influence

We'll make sure the right decisions are implemented effectively. In this way, our resources will stretch much further and we can secure permanent changes that'll safeguard the natural world for generations, not just for the short term. Direct conservation action, unmediated by decision-makers, remains an important factor of our work. Where governments have limited resources and the threat is urgent, we may step in and act – for example, to tackle poaching or to protect a critical tract of forest.



Building on our strengths

We'll identify the key decisions that we believe we can influence within a foreseeable timeframe, and focus on winning those. In order to achieve this, we'll increase the capacity of WWF to influence these key decisions, including building our strengths in advocacy, campaigning, law, economics and finance. We aspire to be thought leaders and innovators in the work we do to achieve change.

Reducing the threats

We'll focus on those changes that will significantly reduce threats to the places and wildlife that matter most for global biodiversity. This could mean working locally, nationally or internationally, and with businesses and governments based far away from the environments that matter most to us. We'll make clear how the changes we seek to government policies and corporate practices will safeguard the natural world.

NEW KINDS OF CONVERSATIONS WITH OUR AUDIENCES

We'll strengthen our communications in three major areas:

1. Telling our stories

We'll engage people with more inspirational messages.

2. Making greater use of our supporters' potential

Our supporters offer incredible potential to spread the word about what we do and encourage others to care about the things we hold dear. We'll build a broader support base and different types of support.

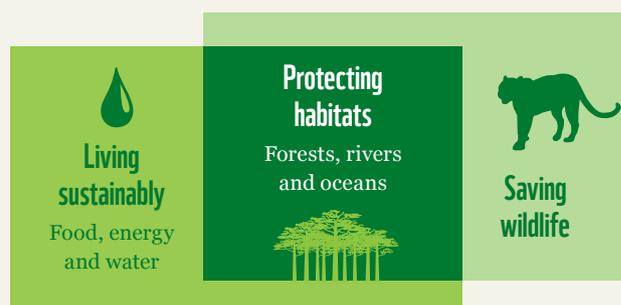
3. Embracing the digital world

We'll convene conversations and join those of others. And we'll work with the international WWF Network to create memorable and inspiring digital content linked to safeguarding the natural world.

Bridging the gaps

A particular challenge for us is to bridge the gaps between the very different kinds of conversations we currently have with different audiences. Most people know us best for our work to protect wildlife. Yet we spend a lot of time with businesses and governments, talking about the wider challenges of sustainability such as climate and energy, reforming fisheries regulation, and reducing the impact of commodities. Stressing the importance of habitat conservation for all these issues will help us make the links between the different aspects of our work.

Safeguarding the natural world



Many of our supporters are motivated by saving wildlife. So we'll make clear how vital it is to maintain and protect the habitats on which those species depend. For audiences in government, we'll make the connections between healthy forests, rivers and oceans and their concerns with sustainability, climate change, poverty reduction, resource use and green growth. For audiences in business, we'll make the connections between environmental risk and resilience, and their concerns over food, energy, water and supply chain security.

We'll strive to make wildlife and sustainability relevant to the particular concerns of all our audiences. We'll make the connections between engaging in depth on our focal issues and contributing to a broader story.

BUILDING AN ADAPTABLE AND CAPABLE ORGANISATION

Finally, we'll need to change the way we work, to enable us to become more agile and to rise to the scale of the challenges we seek to address.

We'll do this by:

- implementing new ways of working within a more flexible organisation so that we can achieve more.
- helping people to develop strong careers and giving rewards that attract people to WWF-UK and keep them here.
- being accountable and making the right decisions quickly. We'll encourage people to have a clear results focus, to be accountable and to work at pace.

We're aiming to build an organisational culture that's more:

- Global in outlook, in particular shifting our attention to the global South and East.
- Focused on work that can be genuinely transformational.
- Results-driven: achieving well-defined change, not just doing a good job.
- Adaptable and responsive to rapidly-changing opportunities and challenges.
- Networked: within our circles of influence, including the many international WWF offices.
- Relevant: making clear how our issues are relevant to people's lives.

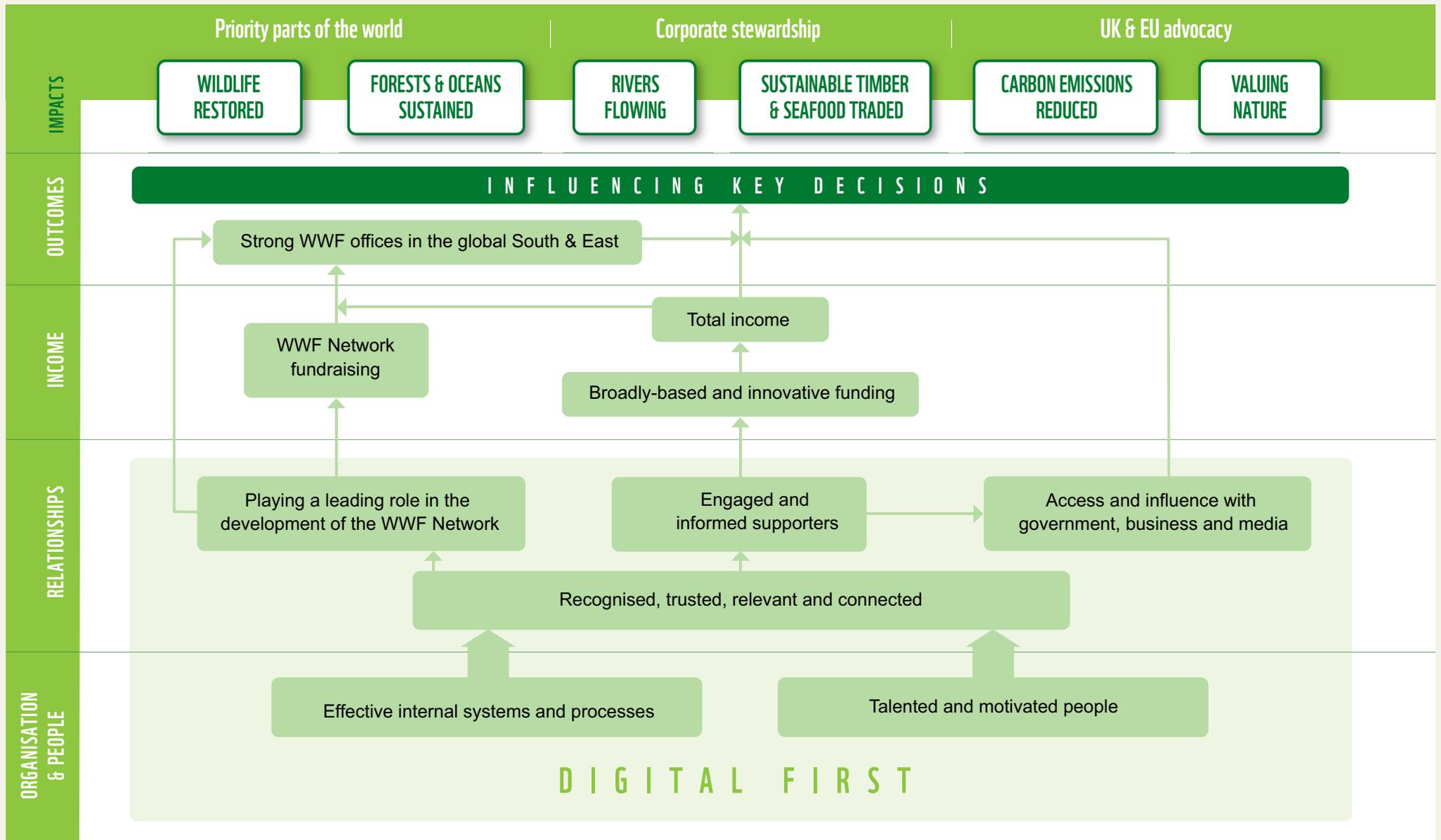
Walking the talk

We're building a new, super-sustainable office, visitor experience and education centre. It will allow us to open our doors to more visitors – from schoolchildren to politicians – and engage them more effectively with our work.

The building, known as the Living Planet Centre, is set to achieve the highest sustainability rating of BREEAM 'outstanding'. Along with the green technology we'll use in it, the building will demonstrate how we can meet the needs of a modern workplace with the least impact on the planet. And it'll help us to inspire the people and businesses we work with to do things differently.



Safeguarding the natural world



WWF-UK's goals

SUSTAINABLE TIMBER AND SEAFOOD TRADED

Timber and seafood sectors in the UK are radically changed

WILDLIFE RESTORED

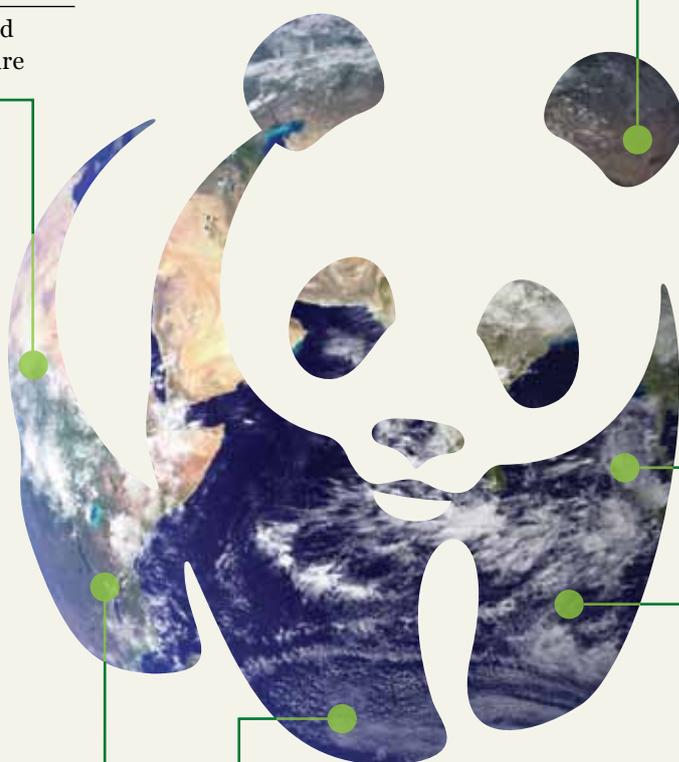
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VALUING NATURE

We've ensured that the true value of nature is reflected in economic and political decision-making in our priority places

CARBON EMISSIONS REDUCED

We've worked in coalitions to shift energy policy in Europe, China, India and Brazil to reduce carbon emissions sufficiently to avoid catastrophic impacts of climate change



RIVERS FLOWING

Four of the world's great rivers – the Amazon, Ganges, Mekong and Yangtze – have secured or improved flows, and UK rivers are restored

FORESTS AND OCEANS SUSTAINED

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Why we are here

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

wwf.org.uk