



Annual Review 2008



C O N T E N T S

- 3 **Foreword**
- 5 **Conservation and climate change**
- 13 **Major donor activities**
- 14 **Partnerships with business**
- 16 **Income and expenditure**
- 19 **WWF International Board and Directors**



© IVAN COLEMAN / WWF-CANON

“Humanity’s relationship with the natural world is delicate: the fragile ecosystems that underpin our survival – healthy forests, safe fresh water and bountiful seas – are increasingly under threat. WWF’s flagship publication, The Living Planet Report, documents how the demands we make on these natural resources now exceed the Earth’s regenerative capacity by nearly 30 per cent.*

Add unchecked climate change, and the need to act now to build a more sustainable future is clear.

The know-how and technology to reverse current trends exist. It is not too late to safeguard key habitats that provide food, shelter and sustain the livelihoods of billions of people. It is still possible to adopt a more balanced lifestyle that lightens mankind’s footprint on the environment.

Such a transformation calls for strong leadership, innovative thinking and for all stakeholders to play a part. WWF is committed to work with governments, the corporate sector and civil organizations to achieve it.”

Chief Emeka Anyaoku
President, WWF International

* The Living Planet Report 2008: www.panda.org/livingplanet



“2009 promises to be – must be – a turning point in the fight against climate change.”

WWF is engaged on many fronts. We were one of the first to draw attention to the likely impacts of climate change on biodiversity. Today, we are witnessing their growing severity. From the Arctic to the Himalayas, from the Amazon Basin to the Coral Triangle (see pages 5 to 10), we are working with local partners to limit the damage – to safeguard some of the Earth’s richest biodiversity and natural resources that support the livelihoods of millions of people.

Our experience in the field enables us to bring fresh evidence of the consequences of climate change to international negotiations to control carbon emissions, its main cause. We have been closely involved in the principal forum for international cooperation, the UN climate treaty, since its earliest stages.

Through our local offices, we offer expert counsel to governments and muster political support for action in every country whose engagement is critical in securing a new global agreement.

Business also has a key role to play. The companies we call “Climate Savers” (see page 10) are setting a corporate example, working with WWF to reduce emissions and to enlist the support of suppliers, customers and others in

their industry sector. We also help inform the climate change debate and map out solutions through collaboration with other business partners like Allianz and McKinsey & Company.

Ultimately, decision makers must listen to the public. In Earth Hour 2008, we mobilized more than 50 million people in 35 countries to turn out lights in a symbolic call for action on climate change. Some of the world’s most famous landmarks went dark – the Golden Gate Bridge in San Francisco, the Coliseum in Rome, the Opera House in Sydney.

This year, Earth Hour was observed in more than 80 countries and thousands of cities, including Beijing, Cape Town, London, Los Angeles, Manila, Moscow, Nairobi, Paris and Rio de Janeiro. The message is clear: the time for debate is over. People everywhere recognize the urgent need for action.

This Annual Review summarizes WWF’s role in forging a new global deal on climate change, critical to all our futures. We hope it inspires you to join us.

James P. Leape
Director General, WWF International



© KLAUS-HENNING GROTH / WWF-CANON

“The threat of climate change is the greatest natural crisis facing the world today. It is totally indiscriminate of race, culture and religion. It affects every human being on the planet.”

DESMOND TUTU

Archbishop Emeritus of Cape Town, South Africa
Nobel Peace Prize Laureate 1984

Children collect water from a borehole
funded by WWF, Tanzania.



As the destructive potential of global warming becomes increasingly evident, lesser arguments and factional interests are being set aside. It is now generally accepted that the world is in the grip of a downward spiral that only concerted action can reverse. The ecological impact of humanity's footprint has caused the Earth's natural biodiversity to deteriorate – reducing, in turn, its capacity to absorb further excesses.

WWF has two strategic goals: to conserve biodiversity and to help reduce the ecological impact of human activity so that, over time, the planet can recover a healthy equilibrium.

Consensus building among governments and other key stakeholders is critical to achieving both. The ability to protect and conserve habitats and endangered species, to ensure efficient use of water systems, or to sustainably manage just about everything from fish stocks to tropical forests depends on the commitment of a chain of stakeholders stretching from local communities to national and ultimately multinational institutions. WWF is uniquely able to bring parties together.

We provide expertise – scientific and operational – in key sectors such as energy policy. We have an established national presence and excellent institutional relationships in developing and developed countries around the world and understand the needs and perspectives of both. We are a trusted adviser to many governments and international bodies. We also work closely with the private sector to develop knowledge and insight that will enable businesses and economies to grow sustainably.

Climate Change

Climate change and related weather events were seldom out of the news in 2008. New scientific evidence suggests that global warming is speeding up and that the threats it poses may be even graver than those indicated in the milestone report of the Intergovernmental Panel on Climate Change (IPCC) published in 2007.

In this light, the response of governments over the last 12 months has been disappointing. The current phase of the Kyoto Protocol – the first-ever global framework for

period to negotiate a further global agreement to limit carbon emissions. Less than a year remains to resolve many complex issues and establish a new framework that includes legally binding targets. An interim conference in Poznan, Poland, in December 2008, offered little in the way of progress, and at a parallel meeting in Brussels, the Council of the European Union – historically a pace-setter in environmental legislation – allowed an ambitious set of climate and energy proposals to be watered down at the last minute.

If economic recession dampens the political will to take tough decisions in 2009, the price ultimately paid by economies around the world

And on the most important stage of all – the public stage – the signs of mounting concern over climate change and support for global action are unmistakable. The countdown to Earth Hour 2009 began in Poznan in parallel with the UN meeting. Major cities who participated in the annual event – initiated by WWF in Australia in 2007 – include Cape Town, Chicago, Copenhagen, Dubai, Hong Kong, Istanbul, Las Vegas, Lisbon, London, Los Angeles, Manila, Mexico City,



© SAWEK JANKOWSKI / ALEF / WWF INTERNATIONAL
WWF campaigners at UN Climate Change Conference, Poznan, Poland

reducing carbon emissions – expires at the end of 2012. Beyond that is a legal void: uncertainty prevails rather than the clear emission reduction targets needed for governments and industry to spur investment in a cleaner, more sustainable global economy.

At a UN conference in Bali, Indonesia, in December 2007, 192 countries agreed on a two-year

for failing to tackle climate change will be higher and cause far greater distress.

Hope can be drawn from the positive involvement of a growing number of developing countries. Among others, China, India, Mexico, the Philippines, South Africa and South Korea have introduced new energy and emission control strategies in 2008 and some of the world's smallest countries, such as Tuvalu, are coming forward with imaginative ideas to tackle climate change.

Oslo, Rome, San Francisco, Singapore, Sydney, Toronto and Warsaw.

At 20h30 local time on 28 March, hundreds of millions of people in communities around the world switched off their lights for an hour in a symbolic gesture of commitment to tackle global warming and climate change – a demonstration of public will on a scale never before achieved and one that no politician anywhere in the world can afford to ignore!

Saving the Coral Triangle

Climate change threatens the world's oceans and marine species as well as its land masses. Rising sea temperatures and alterations to the flow of major currents can undermine entire ecosystems, impacting species and habitats. Changes in sea level pose additional problems in coastal regions. Unchecked, the consequences of global warming will

Indian and Pacific Oceans between Indonesia, Malaysia, Papua New Guinea, the Philippines, the Solomon Islands and Timor-Leste. Its seas contain over half the world's reefs, 75 per cent of all known coral species and over 3,000 species of fish and marine mammals – including endangered turtles, dolphins and whales. They are bordered by vast tracts of mangrove swamp that form natural barriers to land erosion.

The economic value of the Coral Triangle's natural resources is phenomenal. It is the spawning ground and nursery for some of the richest fisheries in the world, notably tuna, which in itself supports a multi-billion-dollar industry. Its marine attrac-

culminating in the signing of the Coral Triangle Initiative (CTI) by six heads of state.

The CTI establishes an unprecedented framework for joint action. WWF has helped mobilize hundreds of millions of dollars of public and private sector support within and beyond the region for a package of conservation and sustainable development initiatives. Considerable progress has been made in tackling some of the most pressing problems.

It is expected that an environmental blueprint for the future of the Coral Triangle will be finalized and



© CAT HOLLOWAY / WWF-CANADA
Anemone colonies, Fiji

be increasingly severe in both conservation and economic terms. This is making a gloomy outlook worse in parts of the world already counting the costs of overfishing, indiscriminate bycatch and unsustainable coastal development.

The Coral Triangle is a prime example. It is the planet's most important and ecologically diverse marine area, extending for 6 million square kilometres across the

tions and natural beauty generate an estimated US\$12 billion annually in tourist revenues. All of this is increasingly at risk.

WWF and its partners have been active in the Coral Triangle for over 20 years, studying its ecosystems and the impact of human activities on species and diversity and supporting conservation efforts. Working with regional governments, it has helped to develop a series of policy recommendations and trans-boundary conservation proposals,

launched by participating governments at the World Oceans Congress in Indonesia in May 2009. At that meeting, WWF will be looking even further ahead, presenting the outcome of a study of the potential economic effects of climate change on the Coral Triangle and recommending strategies for managing its impact.

Trouble on the Roof of the World

The Himalayan Mountains are aptly known as "the water towers of Asia". For millions of years, the snow and ice sheathing their lofty peaks have sustained life on the plains far below. The glaciers on their flanks feed rivers that support complex ecosystems on which thousands of species depend and are a primary

India and two in the Koshi river basin of Nepal, which flows into the Ganges river basin. Data gathered from a network of weather and hydrological stations and satellite imagery enables experts to monitor ice melt and calculate changes to water discharge rates. From this, they can predict the potential downstream impact on ecosystems and human habitation and help local communities to adapt and increase their resilience to change. A study is also being carried out in Gokyo, a Ramsar site in the Everest region of Nepal, to analyse the impact



© JAMES W THORSELL / WWF-CANADA
Flowering plants in Central Karakoram National Park, Pakistan

source of water for some of the world's most populous countries. But these glaciers are shrinking – one of the most visible impacts of global warming – posing serious threats to regional biodiversity and the future welfare of billions of people.

WWF is leading a multi-party assessment of the effects of climate change on Himalayan glaciers: two in

of climate change on aquatic biodiversity.

Pilot schemes have been set up to test the effectiveness of riverbank planting, for example, as a means of preserving agricultural land from erosion due to increased flow rates. Elsewhere, stone embankments are being built. Steps are being taken to reduce water pollution levels from agricultural chemicals and untreated sewage. Programmes are being developed to protect

Local Witness

Ang Tshering Sherpa lives in the Solu Khumbu district of Nepal. He has worked in mountain tourism for over 35 years and now runs his own trekking business.

"We get between 600 and 800 mountain tourists a year – a relatively small number but important to the local economy. In the past, it took two months for 5-6 centimetres of snow to melt. Today, that can happen in a week and this is seriously affecting our business. Many trekking paths and campsites are becoming unusable. New lakes are forming everywhere in the mountains and the size of existing ones is increasing to the point where, sooner or later, one will burst and cause catastrophic flooding."

the habitats of threatened species, such as turtles and river dolphins.

Action on a global scale is needed to tackle the root cause of the threat from climate change to one of the Earth's largest and most important natural water supplies. Meanwhile, WWF is leading regional efforts to anticipate and mitigate the consequences for a vast region of Asia in the decades to come.

Arctic Activists

The most northerly region of the planet is also the most environmentally threatened. The impact of climate change is already all too evident in the Arctic which, estimates suggest, is warming at twice the rate of the rest of the world. The long-term consequences of further damage to the fragile ecosystems of the ocean and the frozen land masses that surround it and the deterioration of its habitats and food chains could have catastrophic consequences for the world.



© JON ARIS / NORWEGIAN POLAR INSTITUTE / WWF-CANON

Scientist Magnus Andersen examines a polar bear, Svalbard, Norway.

Unless checked, the spiral of damage looks set to increase. Loss of sea ice makes the region increasingly accessible and open to exploitation for minerals, fish and other resources. This, in turn, threatens further damage to the ecosystems and acceleration of climate change.

WWF's Arctic Initiative is leading efforts to understand the effects of global warming and develop long-term strategies to boost the region's

resilience. In 2008, WWF's updates to the *Arctic Climate Impact Assessment** – a regional assessment of climate change – provided compelling evidence of the accelerating trend of sea-ice loss and its consequences for the global climate.

WWF is pressing the case for improved joint governance and accountability by the eight countries whose territories converge in the Arctic Circle – a just-published report highlights significant gaps in the current system. Other initiatives aim to heighten public awareness of the threats to the region, such as the WWF-organized Voyage to the Future expedition, which took an international group of young people to the

to ensure this magnificent mammal survives in the wild.

Arctic climate change and loss of habitat have much wider implications. Historically a stabilizing climate force, a thawing Arctic contributes to future climate instability. When frozen, the region acts as a giant mirror, reflecting the sun's heat back into space. As it warms, that mirror melts away to dark water which absorbs heat, warming the planet as a whole.

In effect, the Arctic region is an early warning system for the rest

Nurturing the Green Heart of Africa

The Congo Basin is central to WWF's Green Heart of Africa initiative and conservation work with great apes and elephants. Its aim is to ensure that the rare species and biologically outstanding forest and freshwater ecosystems of the region are protected and that their natural resources are managed in sustainable ways.



© MARTIN HARVEY / WWF-CANON

Baka Pygmies hunting in the Congo Basin rainforest

WWF has been advising the government of the Democratic Republic of the Congo (DRC) on conservation and land-use planning since 2004. The government has committed to the creation of 15 million hectares of protected areas – more than 6 per

cent of the country's national territory. WWF and its partners are helping turn that into reality by preparing donor funding proposals and leading biological and socio-economic studies that will provide a blueprint for future zoning and multi-purpose land use.

Enormous progress in forest management has already been made. WWF helped establish the Central Africa Forest Trade Network (CAFTN) to advise both the government and logging companies on best practice. CAFTN also helps boost demand from builders and manufacturers for sustainable timber products from the region. As a result, commercial

decision making and that cultural and local economic needs are met.

Protection of sensitive wetlands is another goal of the Green Heart of Africa initiative. With WWF assistance, an area of the DRC containing Africa's largest body of fresh water has been added to the Ramsar Convention list of *Wetlands of International Importance*².

The area, known as Ngiri-Tumba-Maingombe, an important carbon sink with one of the world's highest concentrations of biodiversity, extends across 6.5 million hectares –

operations across nearly 3 million hectares of the Congo Basin are now FSC-certified¹.

If current sustainability goals are met, WWF expects over 7 million hectares of Congo Basin forest to be fully certified by 2012, with a further 5 million in transition. The benefits will be widely shared. Dialogue between the government and indigenous communities ensures their participation in

a vast area twice the size of Belgium. It overtakes the Queen Maude Gulf Migratory Bird Sanctuary in Canada as the largest Ramsar-listed wetland.

¹Forest Stewardship Council (FSC): www.fsc.org

²Ramsar: www.ramsar.org

* *Arctic Climate Impact Assessment*: www.panda.org/arcticassessment

Zero by 2020

By the end of the 9th Conference of Parties to the Convention on Biological Diversity (CBD) in Bonn, Germany in May 2008, the European Commission plus 67 countries – including Brazil and Australia – committed to support WWF's call for zero net deforestation by 2020¹. Paraguay was one and has asked each of its states to develop a plan to show

Suriname, Venezuela – have committed to the creation of a regional Programme of Work on Protected Areas to complement the national efforts of each.

Elsewhere in the world, Indonesia was among countries making a significant commitment to forest preservation in 2008. Government authorities announced that they will no longer tolerate conversion of forest areas to commercial plantation of oil palm and other crops on the Indonesian island of Sumatra, home to some of the world's most diverse forests and threatened species.



Matécho forest, French Guiana

how forest assets can be sustainably managed to meet this goal.

In another initiative led by REDPARQUES² and supported by WWF, IUCN and other NGOs, all nine Amazonian Basin countries – Bolivia, Brazil, Colombia, Ecuador, French Guiana, Guyana, Peru,

It is the first step in a strategic plan, developed with WWF help, to reduce carbon emissions resulting from land-use changes, protect the health and biodiversity of regional ecosystems and promote sustainable development of natural resources.

¹ Zero net deforestation: www.panda.org/zerodeforestation

² REDPARQUES: The Latin American Network for Technical Cooperation on National Parks, Other Protected Areas, and Wild Flora and Fauna

Towards a Greener China

China has one of the world's largest and fastest growing economies. Its sheer size and rapid pace of change present great challenges, but also radical new opportunities to grow in sustainable ways. Solutions developed in China are likely to be of great importance in tackling conservation issues and climate change elsewhere in the world.



The Three Gorges Dam on the Yangtze River, China

WWF and its partners are working closely with the Chinese government and other stakeholders down to grassroots organizations to promote sustainable development. The recently published *Report on Ecological Footprint in China*, jointly commissioned by the China Council for International Cooperation on Environment and Development (CCICED) and WWF, is the first comprehensive overview of the country's ecological footprint. It analyses factors underlying the country's ecological deficit and proposes solutions

that would enable China to meet development goals in sustainable ways.

WWF is helping Chinese banks to develop and implement environmentally sound lending policies. *Towards Sustainable Development: Reform and the Future of China's Banking Industry*, a report published jointly with the People's Bank of China, highlights the potential for the financial services sector to channel investment in ways that will help set the country's economy on a more sustainable course. It assesses the impact of current bank policies and proposes guidelines for the future.

WWF is also working with the Chinese Ministry of Environmental

Amazon Action

If unchecked, a vicious cycle of deforestation and climate change could severely damage or destroy 55 per cent of the Amazon rainforest by 2030 with disastrous results for millions of people living in the region, and have far-reaching implications for the complex, interactive patterns of the world's climate system in which the region plays a vital part.

The estimated 250 million tons of greenhouse gases released from the Amazon's huge carbon store into the atmosphere every year as a

many objectives: natural ecosystems must be valued appropriately for the environmental goods and services they provide and the livelihoods they sustain; the integrity of large landscapes vital to the healthy functioning of the region must be preserved; enforcement of protected areas and indigenous territories must be strengthened.

WWF is a key player in the Amazon Region Protected Areas Programme (ARPA), which has secured protection of over 30 million hectares of rainforest since 2002 and aims to increase that amount by 20 million hectares by 2012. It is also working



WWF staff monitoring pollution, Trompeteros, Peru

result of forest clearance significantly accelerate global warming. The region is also one of the Earth's largest stores of fresh water and its depletion could have potentially serious effects on ocean currents.

WWF is harnessing the power of its global network to protect the Amazon from growing threats and ensure that its future development is environmentally, economically, and socially sustainable. There are

with forestry, agriculture, ranching and other interests to develop sustainable management practices and minimize future loss or damage to forest areas through unchecked commercial exploitation and infrastructure development.



Rivers of Life

All forms of life on the planet's surface ultimately depend on fresh water. The great rivers of the world are vital arteries. The complex bio-systems they nurture have sustained communities of people throughout human existence.

The natural functioning of many of these river systems has been under growing pressure from human activity over the last 200 years. Alterations to their flow, commercial exploitation, loss of surrounding habitat, pollution and rapid increases

unprecedented drought. All in all, the outlook for millions of people living in and near the river basins is increasingly uncertain.

Global warming is a reality we must live with in the decades ahead, so increasing attention is being given to managing water supplies in ways that will reduce their vulnerability to climate change. This is no easy task. Rivers have little regard for man-made boundaries and in each nation-state they flow through, fishing, agriculture, energy, industry, transport, tourism and other interests compete for their resources.

This stakeholder complexity lends particular importance to WWF's ambitious aim to improve manage-

ment of six river basins – the Lower Danube in Eastern Europe; the Great Ruaha River in Tanzania; the Maner, a tributary of the Godavari River in India; the lakes of the Central Yangtze river basin in China; the Rio Conchos in Mexico; and the Rio São João in Brazil. The strategic goal is to reduce as far as possible the likely impact of climate change on local ecosystems and the freshwater supplies and livelihoods of local communities.

This calls for social, institutional and infrastructure change as much as technical intervention. Better agricultural and aquacultural practices are necessary to bolster the natural capacity of these river systems to resist extreme weather conditions, adjust to changing flow rates and to purify and retain adequate stocks of fresh water. Pollution has to be curbed and better waste management systems introduced.



Fisherman, Papua New Guinea

ment of six river basins – the Lower Danube in Eastern Europe; the Great Ruaha River in Tanzania; the Maner, a tributary of the Godavari River in India; the lakes of the Central Yangtze river basin in China; the Rio Conchos in Mexico; and the Rio São João in Brazil. The strategic goal is to reduce as far as possible the likely impact of climate change on local ecosystems and the freshwater supplies and livelihoods of local communities.

in the populations that depend on them for fresh water have degraded their capacity to sustain themselves. Climate change is accelerating these problems. Many major rivers are fed by glacier and snow melt and rising temperatures threaten their flow. Elsewhere, new and extreme weather patterns result in periods of severe flooding or, conversely,

national and international political will to enact appropriate legislation. WWF and its partners are providing the vision, expert knowledge, enterprise leadership, technical support and, in some cases, initial funding to drive change. The payback may take time, but the goal is strategic: to protect these waterways and the bio-systems that depend on them from the worst effects of global warming and eventually restore their health and vigour to sustain future generations.

This calls for social, institutional and infrastructure change as

Lake Skadar National Park, Montenegro

Forest Futures

Deforestation in tropical regions is one of the largest sources of greenhouse gas emissions, contributing an estimated 15-20 per cent of global CO₂ output.

Paraguay used to have the highest deforestation rate in the Americas and the second highest in the world. Over four decades, 7 million hectares of its portion of the continent's Atlantic Forest were cleared to make

passed a two-year "zero deforestation law" prohibiting further clearances in the country's eastern region. In 2006, the ban was extended by a further two years. Strict enforcement cut forest loss by 90 per cent and brought hope that remaining areas of the Atlantic Forest could be sustainably managed to the benefit of the national economy and to the advantage of over 180 indigenous communities.

The ban has also relieved pressure on the habitats of large land mammals such as the jaguar, ocelot and tapir, rare reptiles and amphibians, over 500 species of birds, and a remarkable diversity of

Size Doesn't Matter

Climate change makes few distinctions in its effect on our planet. It has already begun to impact the life cycles of thousands of species from the smallest to the very largest, the great whales. Most whale populations significantly declined in the last century, primarily as a result of hunting. Although whaling was banned decades ago, several species have yet to recover. The new threat of climate change may increase the pressures on some and put their future at risk.

further south and extend annual migratory breeding routes by as much as 500 kilometres.

These projections are based on alarming facts. Scientific readings show that the Western Antarctic Peninsula has warmed four times faster than the average rate for the Earth as a whole over the last 50 years and that water temperatures in the Southern Ocean are increasing to depths of over 3,000 metres.

When WWF presented its concerns to the International Whaling Commission in June 2008, the commission directed its Scientific Committee to establish a special workshop to further investigate them. The WWF report attracted

Climate Savers

WWF's Climate Savers programme, launched in 1999, engages multinational companies in the drive to cut carbon emissions by demonstrating that energy efficiency and clean technology can be profitable investments. Companies joining the programme are posting impressive results, significantly reducing their environmental footprint and

showing net savings of hundreds of millions of dollars. By 2010, it is estimated that, collectively, they will have cut CO₂ emissions by over 14 million tons annually – equal to taking 3 million cars off the road.

Leading companies in different sectors, including Hewlett-Packard, Nike and Sony, pledged to extend their commitments at a Climate Savers Summit in Tokyo in February 2008, by actively promoting low carbon business models among suppliers and customers as well as within their



Marking African Teak to avoid illegal trade, Ghana



Dwarf minke whale, the Great Barrier Reef, Australia



WWF banner during Climate Change Conference

way for agriculture and ranching. Indigenous people were displaced and the habitats of many bird and mammal species were drastically reduced. Regional ecosystems were damaged and an important part of the Earth's natural carbon management system destroyed.

In 2004, with support from WWF, the Paraguayan National Congress

plants, including many of potential medical value.

Preservation of this huge and unique forest area has broader implications for the region. The ecosystems it sustains are critical to freshwater supplies, including the Guaraní Aquifer, one of the biggest subterranean reservoirs in the world. In 2008, encouraged by its success, Congress voted unanimously to extend the moratorium for a further five years.

In 2008, WWF commissioned one of the first studies to model the likely impact of global warming on cetaceans. Its focus was Antarctic populations of humpback, minke and blue whales and its findings were dramatic. In less than the lifetime of one of these huge creatures, global warming could destroy as much as 30 per cent of their icy habitat – and with it, vast stocks of the krill they feed on. In addition, melting ice shelves and the movement of feeding zones towards the pole will force whale populations progressively

wide media coverage and the attention of a number of governments who have provided generous funding for this new phase of research.


It underlined that, besides being a stark warning for the rest of the world, the threats posed by climate change to Antarctic ecosystems and species populations are immediate and severe.

*International companies that have pledged to meet WWF's Climate Savers programme's ambitious targets are **Catalyst, The Coca-Cola Company, The Collins Companies, Hewlett-Packard, IBM, Johnson & Johnson, JohnsonDiversey, Lafarge, Nike, Nokia, Nokia Siemens Networks, Novo Nordisk, Polaroid, Sagawa, Sofidel, Sony, Spitsbergen Travel, Tetra Pak, and Xanterra Parks & Resorts.***

own organizations. The multinational nature of most participants in this WWF programme is helping to spread best practice in both developed and emerging economies.

Yanomami in the Amazon, Brazil



A full-page background image showing a diver in a bright yellow wetsuit swimming through a vast, dense school of small, silvery fish in clear blue water. The fish are arranged in a large, circular, tunnel-like formation around the diver, creating a sense of being surrounded and protected. The scene is captured from an underwater perspective, looking up towards the surface where light rays are visible.

“ We fear actions to fight against climate change more than climate change itself. We fear that a tomorrow without fossil fuels will bear more constraints and additional costs – yet we know that societies with less carbon are better for our future. Civil society – of which WWF is a key actor – must help public authorities design this carbon-less future.”

BRICE LALONDE

Ambassador for Climate Change Negotiations, France
French Environment Minister 1988-1992

Major donor activities

FOUNDATIONS SUPPORT

The loyalty and generosity of our partners and major donors enable WWF to meet its conservation goals.

■ A new partnership with the **Prince Albert II of Monaco Foundation** will help protect the threatened Mediterranean bluefin tuna. Its aim is to enable the establishment of a high-seas tuna sanctuary and the development of a new consumer labelling system. The partnership will also support a new marine protected area in Toliara, Madagascar, and the activities of WWF's environmental education programme's Vintsy Clubs.

■ The **Oak Foundation** provided financial backing for WWF's European Fisheries Initiative and its efforts to improve the European Union's CO₂ Emissions Trading System. It is also supporting the launch of a new information platform to improve oversight and reporting of the financial management and performance of WWF's conservation programmes.

■ The **MAVA Foundation** is making an important contribution to WWF through support for its Core Conservation Leadership programme over a five-year period. It is also financing the Protected Areas for a Living Planet programme launched in 2007 to help implement the Convention on Biological Diversity's Programme of Work on Protected Areas – a historic commitment by 190 governments to create networks of terrestrial and marine protected areas.

■ The **Harafi Foundation** is also supporting Core Conservation Leadership and contributed to our 2009 Earth Hour campaign, which involved millions of people in a call for action against climate change (see page 5).

FURTHER SUPPORT

■ WWF and **GoodPlanet** have launched a pioneering project in Madagascar to restore 500,000 hectares of moist and spiny forest in the next three years. This will preserve biodiversity, improve the livelihoods of local communities and test new ways of measuring the impact of climate change.

■ **The 1001: A Nature Trust** provides WWF with the core financial support needed to sustain its global organization. Members share concern for the environment and support efforts to prevent its further degradation. We thank them for their commitment and for the professional, social and personal networking they carry out on WWF's behalf.

■ **The Panda Ball** is WWF's signature networking and fund-raising event – a unique occasion to raise awareness among individuals who have the means and the influence to make a difference to conservation support. In spring 2008, The Panda Ball was held in Monaco under the high patronage of HSH Prince Albert II. Later in the year, HRH Princess Laurentien of the Netherlands travelled to Singapore to grace the first Panda Ball held in Asia.

Thanks to individual donors

Nearly 5 million individuals support WWF's activities. In 2008, they provided more than half of the total income of our network. Their personal engagement and generosity is essential to protecting the planet and its inhabitants. We extend sincere thanks.

Legacies help guarantee the future

Most of us would like to leave this world knowing we are passing on a healthy planet to our children. Leaving a legacy to WWF is a way of making this more certain. We thank everyone who has taken a decision to remember our work in their will.

We also wish to thank:

Annenberg Foundation
Fondation Audemars Piguet
Mr Bruno Figueras
Mr Mario Frering
GoodPlanet
Hoffmann-La Roche
Dr Luc Hoffmann
André and Rosalie Hoffmann
Banque Lombard Odier Darier Hentsch & Cie
Manotel Hotel Group, Geneva
Mr Patrick Odier
Banque Sarasin
UEFA
Fondation Hans Wilsdorf
Fondazione Ermenegildo Zegna
Members of The 1001: A Nature Trust

*Our millions of supporters
and the many donors who prefer
to remain anonymous.*

Partnerships with business

The need for sustainable business practices is now widely accepted and a fast-growing number of global leaders are transitioning to models that reflect this. WWF has close strategic partnerships with many large international companies, helping them analyse, measure and reduce the environmental and social impact of their activities. In doing so, we and they set examples that can help improve the performance of entire sectors.

Some of the underlying goals are obvious: biodiversity conservation, sustainable use of resources, reduced emissions, better energy management and waste reduction. Above all, to ensure that the capital, creativity and commitment of the private sector are effectively deployed to tackle the threat of climate change and create a sustainable global economy.

There are also clear benefits to business in terms of risk management, technological innovation, the development of new markets and commercial opportunities and, not least, the enhancement of brand value. There is growing public and investor preference

for companies that take a proactive approach to sustainability.

WWF works with the private sector in a number of different ways, using the *One Planet Living* principles as a framework for engagement. We have *One Planet Business* relationships that help companies respond to consumers' concerns over the environment and climate change and leverage the power of the markets to secure a sustainable future. We work with companies to reduce their CO₂ emissions in the context of our Climate Savers programme (see page 10). We also offer *One Planet Leaders* study courses that enable business managers and senior executives to explore, challenge and apply the latest thinking on sustainable business practice.

The examples that follow show how corporate and conservation resources are coming together to drive progress towards a one-planet economy "in which people everywhere live happy, healthy lives within their fair share of the Earth's resources, leaving space for wildlife and wilderness". (*The WWF Pocket Guide to a One Planet Lifestyle*. 2008)

The One Planet Living principles: a framework for engagement with the private sector



■ In 2008, **The Coca-Cola Company** in partnership with WWF made a Climate Savers commitment (see page 10) to reduce CO₂ emissions throughout its global operations. It also intends to improve water-use efficiency 20 per cent by 2012, saving an estimated 50 billion litres. The iconic drinks company is working with WWF to promote sustainable agricultural practices in its supply chain and is supporting initiatives to conserve the ecosystems of seven of the world's most important and biologically diverse freshwater basins.

■ **Canon Europe** was WWF's first corporate partner. For over a decade, it has supported WWF's efforts to tackle the effects of global warming and the extinction of species. Its imaging technology has made an exceptional contribution to the development of WWF's unique photographic library and its ability to convey the wonders of the natural world through powerful imagery. Canon has been particularly successful in stimulating interest in the environment among children. It is currently educating youngsters on climate change through a web-based community that tracks the fortunes of polar bears in the Arctic.

■ The goal of the three-year global partnership between **Allianz** and WWF is to set new standards in the financial services sector's approach to climate change. WWF is helping the company reduce CO₂ emissions by 20 per cent by 2012. Beyond this is a wider ambition: Allianz wants to reduce the climate footprint it indirectly "owns" through companies it invests in or finances, and to give special emphasis in its portfolio to financial and insurance products that offer climate-friendly choices to consumers.

■ **Lafarge**, the leading global producer of building materials, was one of WWF's earliest corporate partners. We have been working together since 2000 to reduce the company's overall CO₂ emissions in industrialized countries by 10 per cent below 1990 levels and emissions by 20 per cent per tonne of cement worldwide. Lafarge is currently on track to meet these targets by 2010. The scope of our environmental partnership has progressively broadened to include control of persistent pollutants, biodiversity values in the restoration of quarry sites and advances in sustainable construction materials and processes.

■ **Nokia** and WWF have had a global partnership since 2003. WWF helps Nokia to raise the environmental awareness of its employees and supports the company's environmental work in key areas including energy efficiency and the take-back of used products.

"If we continue with business as usual, by the early 2030s we will need two planets to keep up with humanity's demand for goods and services."

The Living Planet Report 2008
www.panda.org/livingplanet



WWF's One Planet Leader study course

WWF was a beneficiary in selected mobile device take-back campaigns organized by Nokia in 2008, for example, in the Asia-Pacific region as well as in Finland and France. It has also provided digital content, such as environmentally-themed videos and ringtones, for Nokia's mobile devices. In addition, Nokia powers the *connect2earth.org* green online community for youth, jointly launched in March 2008 with WWF and IUCN.

■ **HSBC**, one of the world's largest banks, has initiated the five-year HSBC Climate Change Partnership with WWF, The Climate Group, Earthwatch Institute and the Smithsonian Tropical Research Institute. The partnership aims to inspire individuals, businesses and governments worldwide to take action

to address the urgent threat of climate change. More specifically, the partnership supports WWF in its work on climate change in China, India, Brazil and the UK, focusing on river-system restoration, community education and engagement with business and government to improve water management.

■ WWF and **IKEA** have been working together since 2002 in a partnership that now extends across 15 countries. Wood and wood products are widely used in the global retailer's product range and sustainable forestry is high on its conservation agenda. With WWF's assistance, it promotes responsible forest management wherever it sources raw materials and has implemented a comprehensive plan to ensure the integrity of its supply chain. The partnership has also been successful in improving the cultivation methods of suppliers of natural cotton in India and Pakistan, reducing water use by up to 50 per cent.

■ **Ogilvy Advertising**, one of the world's largest communications agencies, has provided pro bono support to WWF for over three decades. Through Ogilvy, the media company MindShare places WWF advertising free of charge in leading international magazines. Ogilvy's creativity has played an important part in building the power of the WWF brand. This, in turn, has increased public support in many different fields of conservation and notably climate change.

■ Strengthening the environmental awareness of employees and other stakeholders is the thrust of a new partnership between WWF and **Nokia Siemens Networks**. WWF is assisting in the development of seminars and training workshops, global web campaigns and other information sharing initiatives. The goal is to encourage environmental interest and involvement among Nokia Siemens Network's workforce and increase awareness of corporate initiatives being taken to reduce the company's own global footprint and to exploit the potential of its technology to help others in this respect.

■ **Wallenius Wilhelmsen Logistics (WWL)** sponsors WWF's High Seas Conservation Programme. WWF advises the global logistics company on its sustainability strategy and on programmes to create awareness and engagement among the company's staff. The two organizations have a shared concern for the conservation of marine ecosystems and biodiversity. They have campaigned jointly since 2004 for sustainable management of marine resources and the enforcement of international agreements to protect the high seas.

■ Electronics company **Panasonic** has been working with WWF on conservation projects in Asia since 2000. It extended the geographic reach of its support in 2008, becoming a sponsor of WWF's Arctic Programme. The goal of the Arctic Programme is to assess the

impact of global warming, propose measures to preserve the fragile ecosystems of the Arctic and prevent the ecological deterioration in the region from becoming an additional source of atmospheric carbon. Panasonic's cooperation with WWF is part of a companywide strategy to reduce its environmental footprint, improve the energy efficiency of its products and encourage environmental engagement among employees and consumers.

■ Advertising agency **Leo Burnett** and media company **Fairfax Media** have partnered with WWF in the development and remarkable success of the global Earth Hour event (see page 5).



© WWF / ANDRÉS URBEL/ISTOCKPHOTO

La Chonta timber company is a member of WWF's Forest and Trade Network (FTN), Bolivia



© EDUARDO PARKER / WWF-CANADA

Lessons in the rainforest – part of a WWF project, Brazil

Income and expenditure

WWF International

The income of WWF International grew by 6 per cent to CHF 175 million in 2008 as a result of additional support from trusts, foundations, governments and aid agencies. This increased funds available for conservation work.

WWF Network

WWF Network income in 2008 declined by €61 million to €447 million, a decrease of 12 per cent compared to 2007. Although revenue grew in every fundraising sector, this was offset by a 70 per cent drop in earned income, reflecting substantial losses in the market value of invested reserves as a result of the financial crisis.

The Network's operating surplus was €17 million in 2008, down from €96 million the previous year, reflecting an increase in conservation spending despite the economic downturn. This surplus will be used to fund ongoing projects and programmes to help achieve conservation targets.

Peter Dickinson
Director of Finance & Administration
WWF International

WWF International

Income and expenditure | Two-year summary 2007-2008

Financial Year*	2007 (CHF'000)	2008 (CHF'000)	2008 (€'000**)
Operating income			
WWF National Organizations (1)	88,730	96,619	59,641
Individuals (1)	3,856	4,709	2,906
Legacies and Bequests	6	405	250
Corporations (1)	12,670	9,449	5,833
Trusts and Foundations (1)	11,178	12,787	7,893
Governments and Aid Agencies	43,791	50,073	30,909
Royalties (1)	589	1,239	765
Financial Income (loss) – (Net)	3,226	(1,612)	(995)
Other	595	873	539
Total	164,641	174,542	107,741
Operating expenditure			
Conservation Programmes	130,783	130,368	80,474
Conservation Policy and Awareness			
– Conservation Policy	5,410	7,408	4,573
– Awareness	4,786	5,469	3,376
Network and Learning Services (2)	7,864	7,620	4,704
Fundraising	4,561	4,318	2,665
Finance and Administration	5,532	6,085	3,756
Fixed Asset Expenditure	259	293	181
Total	159,195	161,561	99,729
Operating surplus	5,446	12,981	8,012
Non-operating items			
– Donations to endowment funds	651	369	228
Surplus after non-operating items	6,097	13,350	8,240

* Financial years cover the period 1 July to 30 June

** Average € exchange rate for the year: CHF 1.62 = €1

NOTES TO THE ACCOUNTS

1 Joint Fundraising

Fundraising income (donations, royalties, etc.) which is raised jointly with a National Organization is recorded as income from National Organizations.

2 Network and Learning Services

WWF International expenditure in support of the activities of the WWF Network. Includes legal and trademark costs.

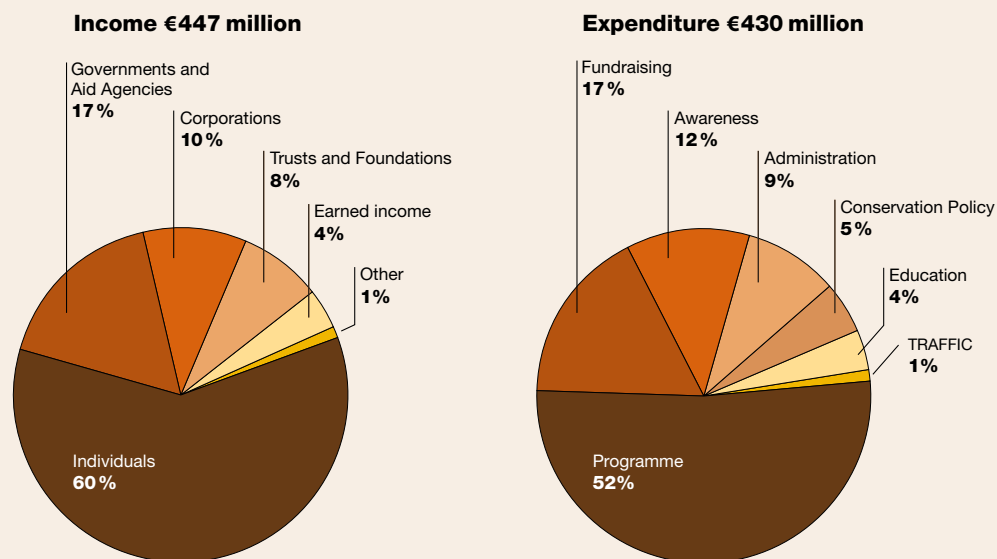
WWF International Balance Sheet | Two-year summary 2007-2008

Financial Year*	2007 (CHF'000)	2008 (CHF'000)	2008 (€'000**)
Assets			
Current Assets			
– Cash	35,344	50,860	31,635
– Short-term bank deposits	9,340	6,883	4,281
– Marketable securities (1)	23,073	19,019	11,830
– Recoverable taxes and other items	12,621	13,026	8,102
Long-term receivables	689	1,845	1,148
Fixed Assets (2)	7,030	7,030	4,373
Total	88,097	98,663	61,369
Liabilities and funds			
Accounts Payable and Accrued Expenses	20,959	21,339	13,273
Mortgage Payable (3)	1,900	1,860	1,157
Operating Funds (4)	43,259	56,881	35,380
Capital and Endowment (5)	21,979	18,583	11,559
Total	88,097	98,663	61,369

*Financial years cover the period 1 July to 30 June

**Exchange rate CHF 1.6077 = € 1, as at 30 June 2008

WWF Network Income and expenditure 2008



NOTES TO THE ACCOUNTS

1 Marketable Securities

At the end of the financial year, cash and short-term deposits comprised 66% of total cash, bank deposits and marketable securities, compared to 67% a year ago.

2 Fixed Assets

All fixed asset costs regarding the renovation of the main building and the purchase and renovation of the office annex in Gland have been capitalized. All other fixed asset costs are charged to expenditure at the time of purchase.

3 Mortgage Payable

Mortgage payable refers to the bank loan for the purchase and renovation of the office annex in Gland.

4 Operating Funds

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

5 Capital and Endowment

Includes The 1001: A Nature Trust, a trust fund built up through individual membership contributions; the Sigvaldason Fund, a legacy from the late Mrs Gerda Sigvaldason; the Endowment Fund built up primarily from the proceeds of the WWF 25th Anniversary Coin Collection programme; the Prince Bernhard Scholarship Fund for Nature Conservation, the income from which will be used to achieve conservation worldwide, including to help build conservation capacity, provide training and scholarships, etc.; and statutory capital of CHF 20,000, representing the initial capital of WWF.

Audited financial statements are available on request.

WWF Network
Income and expenditure* | Two-year summary 2007-2008

Financial Year**	2007 *** (€'000)	2008 (€'000)
Operating income		
Individuals		
– Individuals (1)	213,908	219,198
– Legacies and Bequests	79,656	52,513
Other Donated Income		
– Corporations	50,327	43,128
– Trusts and Foundations	33,986	36,503
– Governments and Aid Agencies	73,938	76,930
– Others	4,142	3,018
Earned Income		
– Royalties	12,605	14,351
– Financial Income (loss) – (Net)	37,248	(3,240)
– Trading Net Income	2,327	4,850
Total	508,137	447,251
Operating expenditure		
Conservation		
– Programme (2)	212,528	224,646
– Conservation Policy	20,471	23,442
– Education	17,868	16,567
– Awareness	45,100	48,735
– TRAFFIC (3)	3,332	3,914
Fundraising	70,370	72,479
Finance and Administration	42,115	40,569
Total	411,784	430,352
Surplus to support current and future projects	96,353	16,899

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

** Financial years cover the period 1 July to 30 June for WWF International and all National Organizations except: WWF-India, WWF-Japan (1 April to 31 March); WWF-Germany, WWF-Hungary, WWF-Italy, WWF-Norway and WWF-Spain (1 January to 31 December, preceding year); WWF-Philippines (18 months to 30 June)

*** Restated in euros

NOTES TO THE ACCOUNTS

1 Individuals

Monies received from WWF individual supporters, including regular membership dues and fundraising activities.

2 Programme

Costs of WWF Network global conservation programme.

3 TRAFFIC

The TRAFFIC (Trade Records Analysis of Flora and Fauna In Commerce) Network is the world's largest wildlife trade monitoring programme and is a joint programme of WWF and IUCN – The International Union for Conservation of Nature.

WWF International Board and Directors

PRESIDENT

- Chief Emeka Anyaoku*** (Nigeria)
- Former Commonwealth Secretary-General
 - Former Nigerian Foreign Minister
 - Chair, Presidential Advisory Council on International Relations, Nigeria
 - President, Royal African Society, UK
 - Trustee, South Centre Board, Geneva
 - Trustee, British Museum, UK

VICE-PRESIDENTS

- Mr Jamshyd Godrej*** (India)
- Chair & Managing Director, Godrej & Boyce Manufacturing Co Ltd
 - Chair, Aspen Institute, India
 - Former President, Confederation of Indian Industry (CII)
 - Trustee & President Emeritus, WWF-India
- Mr André Hoffmann*** (Switzerland)
- Vice-President of the Board, Roche Holding Ltd
 - Vice-President of the Board, Givaudan Ltd
 - President, FIBA – International Foundation for the Banc d’Arguin
 - President, Living Planet Fund Management Co

HONORARY TREASURER

- Mr Eric Sarasin*** (Switzerland)
- Head, Private Banking & Member of Executive Committee, Bank Sarasin & Co Ltd
 - Chair, German-Swiss Chamber of Commerce
 - Board Member, Zoologischer Garten Basel
 - Board Member & Treasurer, GGG Breite Ltd
 - Board Member, Artemis Suisse SA, Herisau
 - President & Board Member Arbor Forst- & Wald-Investment AG

TRUSTEES

- The Hon Bruce Babbitt*** (USA)
- Former US Secretary of Interior
 - Former Governor of the State of Arizona
 - Chair, WWF-US
- Ms Cheryl Carolus** (South Africa)
- Executive Chair, Peotona Group Holdings Pty Ltd
 - Chair, South African National Parks
 - Former Chief Executive, South Africa Tourism
- Mr Alvaro de Souza** (Brazil)
- Director, AdS – Gestão, Consultoria e Investimentos Ltda
 - Chair, WWF-Brazil
- Mr Claude Dumont** (France)
- Chair, WWF-France
- Dr Detlev Drenckhahn** (Germany)
- Chair, Anatomy & Cell Biology, Dean for Student Affairs, Würzburg University
 - Senator, German Academy of Science
 - Scientific Board Member, German Research Council
 - President, WWF-Germany
- Prof Marco Frey** (Italy)
- Full Professor of Management, Sant’Anna School of Advanced Studies, Pisa
 - Board Member, Cariplo Foundation
 - Board Member, WWF-Italy
- Dr Ferenc Ligetvari** (Hungary)
- Chair, WWF-Hungary (until October 2009)
- Dr Jari Niemela** (Finland)
- Professor, Urban Ecology, Dean, Faculty of Biosciences, Helsinki University
 - Chair, Executive Board, WWF-Finland
- Mr Akin Ongor** (Turkey)
- Former Chair of the Board, Garanti Bank International
 - President, WWF-Turkey
- Mr Thymio Papayannis** (Greece)
- President, Society for the Protection of Prespa
 - Director, Med-INA (Mediterranean Institute for Nature & Anthropolos)
 - Chair, MedWet Association
 - Co-founder & Honorary President, WWF-Greece

- Mr Robert Purves** (Australia)
- Chair, DCA Group Ltd
 - Chair, Environment Business Australia
 - Co-founder & Member, Wentworth Group of Concerned Scientists
 - Former President, WWF-Australia

- Mr Iqbal Ahmed Qarshi** (Pakistan)
- President, Qarshi Industries Pvt Ltd
 - Chair, Qarshi Foundation
 - President, WWF-Pakistan

- Mr Mark Read** (South Africa)
- Chair, Everard Read Gallery
 - CEO, Palaeoanthropologist Scientific Trust
 - Chair, WWF-South Africa

- Prof Alison Richard** (United Kingdom)
- Vice-Chancellor, Cambridge University
 - Former Provost, Yale University

- Mr Robert Schenker** (Switzerland)
- Independent Financial Adviser
 - Chair, WWF-Switzerland

- Mr Markus Shaw** (Hong Kong)
- Managing Director, Shaw & Sons Ltd
 - Member, Governmental Advisory Council on the Environment, Hong Kong
 - Founder, “Designing Hong-Kong”
 - Chair, WWF-Hong Kong

- Mr Ed Smith** (United Kingdom)
- Former Global Assurance COO & Strategy Chairman, PricewaterhouseCoopers
 - Chair, British Universities & Colleges Sport
 - Council Member & Treasurer, Chatham House
 - Chair, WWF-UK

- Mr Tsunenari Tokugawa** (Japan)
- Adviser to the President, Nippon Yusen Kaisha (NYK)
 - President, Tokugawa Memorial Foundation
 - Chair, WWF-Japan

- Mr Karel Vuursteen** (Netherlands)
- Board Member & Former Chair, Heineken NV
 - Chair, WWF-Netherlands

PRESIDENT EMERITUS

HRH The Duke of Edinburgh

VICE-PRESIDENTS EMERITI

S. Babar Ali
Dr Luc Hoffmann
The Hon Mrs Sara Morrison

WWF International Directors 2008

DIRECTOR GENERAL

Mr James P. Leape

DIRECTOR GENERAL's OFFICE

- Dr Chris Hails**
- Network Relations

- Mr Gérald Hibon**
- Development

- Ms Pascale Moehrle**
- Executive Affairs

CONSERVATION

- Dr Guillermo Castilleja**
- Executive Director

- Dr Simon Cripps** (until 31.03.08)
Mr Miguel Jorge (acting from 11.03.08)
- Marine

- Dr Timothy Geer**
- Government & Aid Agency Relations

- Mr Richard Holland** (acting until 30.06.08)
Dr Lifeng Li (from 1.07.08)
- Freshwater

- Dr Susan Lieberman**
- Species

- Mr Tony Long**
- European Policy Office

- Dr Isabelle Louis**
- Asia & Pacific

- Ms Donna Lusti** (from 1.02.08)
- Field Operations Unit

- Mr Howard Lyon** (ad interim until 1.07.08)
Dr Gabriel Azevedo (from 30.06.08)
- Latin America & Caribbean

- Dr Yaa Ntiama-Baidu** (until 31.03.08)
Mr Laurent Some (acting from 1.09.08)
- Africa & Madagascar

- Mr Jean-Paul Paddack**
- Network Initiatives Support

- Mr Duncan Pollard**
- Conservation Practice & Policy

- Dr David Reed**
- Macroeconomics Programme Office

- Dr Georg Schwede**
- Programme Office Management

Mr Gordon Shepherd

- Global and Regional Policy

Dr Stephan Singer

- Energy Policy

Dr Peter James Stephenson

- Conservation Strategy & Performance

Mr Rodney Taylor

- Forests

MARKETING

- Dr Sally Reinman** (until 29.02.08)
Ms Pascale Moehrle (acting from 1.03.08)
- Executive Director

- Mr Martin Atkin** (from 7.04.08)
- External & Media Relations

- Ms Danielle Chidlow** (from 17.03.08)
- Brand Strategy

- Mr Daniel Graham**
- Online Resources

OPERATIONS

- Ms Judith Slatyer** (from 31.07.08)
- Chief Operating Officer

- Ms Maria Boulos** (from 1.07.08)
- Corporate Relations

- Mr Chiew Chong** (until 31.07.08)
Mr Peter Dickinson (from 1.08.08)
- Finance, Administration & IT

- Mr Christopher Hutton**
- People & Organizational Development

- Mr Jean-Paul Jeanrenaud** (from 1.07.08)
- Corporate Relations

- Ms Lynda Mansson**
- Network Performance Management

LEGAL ADVISER

Mr Michael Rogers OBE

LIVING PLANET FUND MANAGEMENT Co SA

- Mr Chiew Chong** (from 1.08.08)
- Managing Director

* Executive Committee Members

WWF Network of Offices

Australia	France	Nepal	Tanzania
Austria	Germany	Netherlands	Turkey
Belgium	Greater Mekong (Vietnam)	New Zealand	United Arab Emirates (Abu Dhabi and Dubai)
Bhutan	Greece	Norway	United Kingdom
Bolivia	Guianas (Suriname)	Pakistan	United States
Brazil	Hong Kong	Peru	Western Africa (Ghana, Senegal)
Canada	Hungary	Philippines	Western Melanesia (Papua New Guinea)
Caucasus (Georgia)	India	Poland	European Policy (Belgium)
Central Africa (Cameroon)	Indonesia	Russia	Macroeconomics for Sustainable Development (US)
Central America (Costa Rica)	Italy	Singapore	
China	Japan	South Africa	
Colombia	Madagascar	Southern Africa (Zimbabwe)	
Danube/Carpathian (Austria)	Malaysia	South Pacific (Fiji)	
Denmark	Mediterranean (Italy)	Spain	
Eastern Africa (Kenya)	Mexico	Sweden	
Finland	Mongolia	Switzerland	

WWF Associates

Fundación Vida Silvestre (Argentina)
Fundación Natura (Ecuador)
Pasaules Dabas Fonds (Latvia)
Nigerian Conservation Foundation (Nigeria)
Fudena (Venezuela)

Written and produced by MCG Productions,
Switzerland

Designed by Stefan Wassmer Graphic Design,
Switzerland

Printed by Imprimerie Cavin, Switzerland on
Zanders Mega Silk, using vegetable oil-based
inks and water-soluble varnishes.



Mixed Sources

Product group from well-managed forests
and other controlled sources

www.fsc.org Cert. N° SQS-COC-100155
© 1996 Forest Stewardship Council

Published in April 2009 by WWF—World Wide Fund
For Nature (Formerly World Wildlife Fund), Gland,
Switzerland. Any reproduction in full or in part
must mention the title and credit the above-
mentioned publisher as the copyright owner.

© Text 2009 WWF.

All rights reserved.

ISBN: 978-2-88085-296-2

WWF is one of the world's largest and most experienced independent
conservation organizations, with almost 5 million supporters and a global
network active in more than 100 countries.

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

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

WWF International

Avenue du Mont-Blanc
1196 Gland
Switzerland

Tel. +41 22 364 9111

Fax +41 22 364 5358

For contact details and
further information, please visit
our international website



for a living planet®

www.panda.org