

## OPERATING STATEMENT

	Year ended 30 June 2023	Year ended 30 June 2022
	£m	£m
Incoming resources excluding gifts in kind	93.3	90.9
Gifts in kind	0.7	0.1
<b>Incoming resources</b>	<b>94.0</b>	<b>91.0</b>
<b>Costs of raising funds and reorganisation costs</b>		
Cost of raising funds	23.9	22.8
Reorganisation costs	-	0.2
	<b>23.9</b>	<b>23.0</b>
<b>Net income available for charitable purposes</b>	<b>70.1</b>	<b>68.0</b>
<b>Expenditure on charitable activities</b>		
Averting dangerous climate change	6.3	6.4
Creating a sustainable food system	5.6	6.6
Restoring threatened habitats and species	38.2	27.3
Growing support	18.3	18.8
Strengthening our priority WWF partner offices	-	1.4
Building capacity in the network	6.2	6.1
WWF network priority support projects	3.9	2.5
Loss on forward foreign currency contracts not hedged	-	-
Gifts in kind attributable to charitable activities	-	-
	<b>78.5</b>	<b>69.1</b>
Net expenditure before losses on investments	(8.4)	(1.1)
Net loss on investment assets	(0.3)	(1.1)
<b>Net expenditure</b>	<b>(8.7)</b>	<b>(2.2)</b>
Fair value movements on cash flow hedges	(0.4)	0.1
<b>Net decrease in reserves</b>	<b>(9.1)</b>	<b>(2.1)</b>

## INCOME

Total income for the year for the Group (comprising WWF-UK and WWF-UK (World Wide Fund For Nature) Trading Ltd) increased by £3.0m (3%) from £91.0m in the previous year to £94.0m.

## MEMBERSHIP AND DONATIONS FROM INDIVIDUALS

Income from individuals reduced by £3.0m from £43.9m to £40.9m. This was partly attributable to lower supporter acquisition as a result of lower spend and a change in giving behaviour due to the cost of living crisis and the conflict in Ukraine. We also switched off our fundraising and marketing channels for 10 days following the passing of Her Majesty Queen Elizabeth II.

## CORPORATE DONATIONS AND INCOME

Income from our corporate partnerships reduced by £0.2m from £16.9m to £16.7m. New partnerships signed with John Lewis and Vodafone, coupled with faster spend on Reckitt and AB InBev, and growth of the Scottish Power partnership, largely offset the initial donation received last year with the launch of Aviva. Corporate donations and income also includes our continuing partnerships with HSBC and Tesco.

## AID AGENCIES AND GOVERNMENT GRANTS

Income from aid agencies and government grants is detailed in Note 4 to the accounts. The increase of £2.0m includes new funding from the Foreign, Commonwealth and Development Office (FCDO) for WWF's Land for Life project aiming to help people and wildlife coexist and thrive in southern Kenya and northern Tanzania, and the expansion of the water resource management programme in Pakistan. In addition, we received further FCDO funding (previously from the Department for Business, Energy and Industrial Strategy) for accelerated climate transition programmes in Mexico, Colombia and Peru and new funding across a number of regions from the Department for Environment, Food and Rural Affairs (Defra) under the UK Darwin Initiative and Illegal Wildlife Trade Challenge fund.

## LOTTERY PROMOTIONS

Income from lottery promotions increased by £0.4m to £0.7m and represents funds raised via WWF-UK's own weekly lottery.

## CHARITABLE TRUSTS

Income from charitable trusts increased by £1.1m to £9.7m. This was largely attributable to first time donations received from the Children's Investment Fund Foundation and the Michael Uren Foundation.

## EXPENDITURE

The cost of raising funds increased by £1.1m to £23.9m. This was mainly due to costs associated with the replacement of our supporter database, increased fulfilment costs and an increase to support costs (see Note 7). This was partly offset by a reduction in supporter acquisition costs (aligned to income) across the more traditional print and television channels. Included within the cost of raising funds is the cost of our fundraising teams, supporter acquisition and retention costs, supporter communications, supporter services and behavioural insights, fundraising compliance, and our events programme.

There was an increase of £9.4m (14%) in our charitable activity expenditure, from £69.1m to £78.5m. This was mainly attributable to increased expenditure on the following programmes, all of which are listed in Note 5 to the accounts:

- An increase of £0.4m in our work in east Africa, most notably in the region of southern Kenya and northern Tanzania including work funded by FCDO and Defra.
- An increase of £1.4m in our work in the Amazon, with new funding from FCDO across Brazil, Colombia and Peru.
- An increase of £2.6m in our energy transition work in China to achieve the mainstreaming target of China Climate Communications for Carbon Neutrality, which includes work jointly funded by the Sequoia Climate Foundation and the Children's Investment Fund Foundation.

- An increase of £1.1m in the HSBC Asia Sustainable Palm Oil Programme, supporting sustainable production and consumption of palm oil all along the supply chain, with the aim of halting deforestation from supply chains to protect and restore forest landscapes in Asia – benefiting people and nature.
- An increase of £0.5m in UK land and seascapes, expanding our restoration programme with new projects in England, Scotland and Wales.
- An increase of £0.4m in the water resource management programme in Pakistan, funded by the FCDO.
- An increase of £0.3m in partnership with Tesco to launch an accelerator programme to fast track vital food system innovation.

## BALANCE SHEET AND RESERVES

The net expenditure for the year of £8.7m, with a £0.4m loss in cash flow hedges, resulted in a reduction in total reserves from £66.7m to £57.6m.

The decrease in total reserves consisted of a decrease of £6.4m in unrestricted funds (to £26.7m), a decrease of £2.6m in restricted funds (to £25.5m) and a decrease of £0.1m in the value of endowments (to £5.4m).

The reduction in unrestricted funds comprised decreases in general reserves of £2.5m (see below) from £16.8m to £14.3m, £3.5m in designated reserves (including unrestricted funds held as fixed assets) from £16.0m to £12.5m, and £0.4m in the hedge reserve from £0.3m to negative £0.1m.

The decrease in designated reserves is detailed in Note 21 to the accounts below. The decrease of £2.5m in general reserves can be summarised as follows:

### Reserves

	£m
General reserves at 1 July 2022	16.8
Net expenditure in unrestricted funds	(6.0)
Decrease in designated reserve for fixed assets	0.7
Decrease in designated reserve for the Living Planet Centre	0.4
Decrease in programmes designated reserve	2.2
Decrease in designated reserve for Wild Isles	0.3
Increase in designated reserve for investments	(0.1)
General reserves at 30 June 2023	<u>14.3</u>

WWF-UK's reserves policy requires that general reserves are reviewed on at least an annual basis to ensure they are at an appropriate level and sufficient to protect programmatic expenditure in the short term from any sudden drop in income.

Applying the assumptions set out in the policy, we have reviewed the requirement for general reserves and decided to retain a range of between £12m and £16m (approximately 10 to 13 weeks of budgeted unrestricted funds expenditure).

The free reserves level at the end of the year was around the midpoint of the target range for free reserves. This was higher than had been initially planned for the year, as a result of actions taken to protect reserves levels due to increased economic volatility. This will give us scope in the coming year to invest in business transformation projects.

Fixed assets (including investments) decreased by £0.9m and net current assets by £8.2m as a result of the net expenditure for the year detailed above.

## INVESTMENTS

WWF-UK's investment policy is to maintain the real value of our investments and to maximise income by way of a diversified portfolio consistent with the trustees' legal powers and duties. This is underpinned by our socially responsible investment policy, which promotes the principles of sustainable development and improvements to the environment and is designed to ensure there is no exposure to investments that may be inconsistent with our mission and objectives. A large range of potential investments are excluded on this basis, including any investments in the fossil fuel industry, the extractives industry or the aviation sector, while also taking into account positive, socially responsible, environmental and governance investment criteria. All equity investments are screened to ensure the portfolio complies with our investment policy.

## GOING CONCERN

The financial forecasts for the next three years project that the organisation has sufficient cash and cash investments and reserves to continue to operate. The financial projections have been prepared on the basis of a number of scenarios so the organisation is prepared for different levels of potential impact with regards to the economic environment risks. Robust monitoring processes are in place to ensure the organisation is able to react quickly to any downturn in income and the free reserves of the organisation are held in cash and liquid investments in order that these may be liquidated quickly in the event that they are required. Accordingly, the trustees are of the opinion that it is appropriate for the financial statements to be prepared on a going concern basis.

# PRINCIPAL RISKS AND UNCERTAINTIES

The trustees are responsible for ensuring WWF-UK has a sound system of internal control to safeguard its assets and funds, and for ensuring its assets and funds are used only in furtherance of WWF-UK's objectives. The system of internal control is intended to manage appropriately rather than eliminate risks and to give reasonable rather than absolute assurance.

The trustees exercise their responsibilities through their board meetings and the meetings of the committees of the board described on page 44. The system of internal control includes:

- Our FY22-FY24 strategy was approved by trustees and came into effect on 1 July 2021. The strategy covers the overall aims and objectives of the organisation and is used as a basis for annual planning, monthly progress reviews by the Executive Group and quarterly progress reviews by trustees.
- An operating model that ensures clear governance and decision-making at the right levels and emphasises the importance of programme and project management excellence. Key to the effectiveness of the operating model are the Goal Boards which ensure that projects are focused on our strategic goals and that decisions are made in line with the strategy. Goal Boards review project reports every month, through which they monitor delivery and financial performance, and manage risks and issues.
- The Strategic Delivery Group and the Restricted Funds Group. These forums sit above the Goal Boards and Goal Boards can escalate risks and issues to them. Among other responsibilities, these groups ensure there is adequate assessment and escalation of risk and focus on delivery of the strategy.
- Annual performance targets and delivery plans, with actual performance and finances monitored monthly against those plans.
- A risk management framework. Project level risks are managed by project managers. Strategic risks are managed by Goal Boards. The most serious strategic risks are captured on the organisational risk register. Risks are monitored monthly by Goal Boards, escalated as needed and formally reviewed on a quarterly basis by the Executive Group and the Audit Committee. At each quarterly review meeting, there is scrutiny of the top risks and of the controls in place, and further actions are identified where necessary. The top risks reported to the Executive Group and Audit Committee are summarised (right).
- An internal audit programme with findings, progress reviews and management actions, regularly reported to the Executive Group and the Audit Committee. Reporting includes internal audits of WWF programme offices carried out by WWF International and WWF-US.
- A scheme of delegation from the trustees to the chief executive and thereon to managers clearly defines the scope of authority delegated by the trustees and which matters are reserved to the board.
- Procedures to monitor and evaluate the effectiveness of expenditure on conservation programmes and the achievement of outputs and outcomes.
- An environmental management system to ensure we monitor and manage our own impact on the environment. The system is audited by an independent assessor. We are committed to transparency by publishing annually our performance against the targets we set ourselves.

Risk	Mitigation
<p><b>Cyber</b></p> <p>Critical cyber attack could take down our systems, resulting in loss of sensitive data, GDPR breaches and/or substantial business disruption, potential fines and reputational damage.</p>	<ul style="list-style-type: none"> <li>• All laptops have antivirus software and are managed centrally to deploy security updates.</li> <li>• Limited number of systems exposed to the internet, all filtered through firewall access control lists.</li> <li>• Admin accounts are protected with complex passwords, multi-factor authentication, and privileged identity management.</li> <li>• Mandatory information security, cyber security and GDPR training for all staff with periodic security reminders and announcements.</li> <li>• Data protection manager in post. GDPR policies and procedures in place.</li> <li>• Daily data back-ups and site recovery.</li> </ul>
<p><b>Delivery</b></p> <p>There are many global risks that can hinder delivery of programmatic work we are funding overseas (Covid, natural disaster, civil unrest, conflict, political opposition).</p>	<ul style="list-style-type: none"> <li>• Providing funding to build capability in other WWF offices.</li> <li>• Liaising closely with other WWF offices to monitor local circumstances.</li> <li>• Supporting WWF offices to strengthen staff safety policies and develop frameworks to support environmental defenders.</li> <li>• Strong coalition-building approach with civil society and Indigenous peoples' organisations.</li> <li>• Planning for different political scenarios.</li> </ul>
<p><b>Finance</b></p> <p>Not being able to meet income targets or increasing costs, affecting our ability to achieve our strategic objectives.</p>	<ul style="list-style-type: none"> <li>• Robust high income and high growth income generation strategy portfolio approach.</li> <li>• Emphasis on supporter engagement to build long-term loyalty.</li> <li>• Regular monitoring of supporter attrition and recruitment targets.</li> <li>• Monthly reporting on income and expenditure and quarterly review of projected out-turns for the year.</li> <li>• Integrated budgeting and planning processes.</li> <li>• Regular long-term financial planning to ensure the organisation's longer-term plans are financially sustainable.</li> <li>• Regular review of the general reserves target range to ensure it is set at an appropriate level in light of the assessed risk to the various income streams.</li> </ul>
<p><b>People</b></p> <p>The ability to attract, develop and retain talented, diverse people and to support their health and wellbeing, so that we maintain the capability and capacity to deliver impact for our ambitious strategy.</p>	<ul style="list-style-type: none"> <li>• Diversifying recruitment; new sourcing pools and creative resourcing.</li> <li>• A hybrid working arrangement that enables greater flexibility in working practices and locations.</li> <li>• Significant investment in leadership development, centred on values-based standards, to maximise employee engagement and performance.</li> <li>• A focus on learning for all employees; building emotional intelligence, capability and confidence.</li> <li>• A comprehensive wellbeing strategy with holistic support provision, employee assistance and occupational health support.</li> </ul>

<p><b>Reputation</b></p> <p>Critical and sudden impact on reputation and brand leading to a significant and sharp reduction in fundraising and audience engagement.</p>	<ul style="list-style-type: none"> <li>• Established global values with localised behaviour frameworks.</li> <li>• Adherence to WWF global network standards.</li> <li>• Global whistleblowing and escalation framework, and local complaints policy.</li> <li>• Due diligence processes in respect of our partners and suppliers.</li> <li>• Continued progress in the review and improvement of the various operational and programmatic standards that are in place for the WWF network.</li> <li>• Approval processes for external communications to ensure they are consistent with our brand and strategy.</li> </ul>
<p><b>Safeguarding</b></p> <p>Incidents could affect individuals, communities we work with and colleagues in WWF and partner organisations.</p>	<ul style="list-style-type: none"> <li>• A robust Environmental and Social Safeguarding Framework across the WWF network, including a safeguards screening tool, a tiered mechanism for communities to raise complaints and grievances, and a global response protocol for escalating serious complaints. Mandatory training has been rolled out to all WWF staff and trustees. A global safeguards unit is responsible for implementing and maintaining the safeguards framework.</li> <li>• A WWF network Conservation Quality Committee (CQC), with representation from WWF-UK, reviews and signs off on high-risk projects and landscape safeguards plans.</li> <li>• WWF-UK has a Safeguarding Committee formed of a safeguarding director and two designated safeguarding leads, who are responsible for oversight of WWF-UK's safeguarding framework, which includes safeguarding policies and processes for children and vulnerable adults. This committee is responsible to a member of the WWF Executive Group. There are two trustees with safeguarding experience on the board and a Lead Safeguarding Trustee has been appointed. For the conservation projects WWF-UK supports, safeguarding assessments are undertaken to ensure the views of local people are reflected in project planning, implementation and monitoring.</li> </ul>
<p><b>Strategy</b></p> <p>There are many global risks that are difficult for WWF-UK to mitigate, including unpredictable political contexts in countries where we fund priority work, and insufficient global political ambition to address the biodiversity and climate crises.</p>	<ul style="list-style-type: none"> <li>• Regular communication with our key partners in the network to keep a watching brief on risks and issues, leveraging our network to develop mitigations and advocacy actions.</li> <li>• Regular review of WWF-UK portfolio versus strategic intent.</li> <li>• Stakeholder mapping and relationship building with governments and influential organisations in key sectors.</li> </ul>

# GOVERNANCE

## STRUCTURE

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

The promotion of conservation of the natural environment and the sustainable use of natural resources and ecological processes, to include without limitation, fauna and flora, water, soils and other natural resources.

The promotion of education in nature conservation, the natural environment and the sustainable use of natural resources.

The promotion and support of scientific and educational studies, research projects and publication of scientific and educational works.

WWF-UK's commercial activities are undertaken by its wholly-owned trading subsidiary, WWF-UK (World Wide Fund for Nature) Trading Limited. All taxable profits are donated under Gift Aid to WWF-UK. WWF-UK (World Wide Fund for Nature) Trading Limited was incorporated as a company in 1966 to conduct trading activities in support of WWF-UK's charitable objectives. The company is registered in England and Wales (Registration No. 00892812). The principal activities are the licensing of the WWF logo, lottery activity, retail activities and corporate sponsorships. Details of transactions between WWF-UK and its subsidiary are included in Notes 20 and 28 to the accounts.

## WWF NETWORK

WWF-UK is part of the WWF global environment network which is coordinated by WWF-World Wide Fund for Nature, a Swiss foundation, based in Gland, Switzerland. Tanya Steele is a member of the WWF Network Executive Team. Stephen Hay is a member of the Audit Committee of WWF-World Wide Fund for Nature. Within the network we influence and support policy and programme priorities, working with our WWF colleagues worldwide to achieve our objectives. A large portion of our programmatic activity takes place overseas through local WWF offices and other partners we provide funding to. We adhere to the WWF network's core standards and global values. In the UK, we run programmes alone or in partnership with funders and other complementary organisations. In addition, we undertake campaigning and advocacy activity to further our objectives. Details of transactions with related parties are included in Note 28 to the accounts.



## TRUSTEES

The board of trustees is the governing body for WWF-UK.

It comprises up to 15 unpaid trustees, as listed on page 86 (who are also the directors and members of WWF-UK for the purposes of company law). The board is responsible for setting policy, agreeing strategy, oversight of risk management and controls, monitoring performance and approving major commitments based on advice from senior management, and the appointment of the chief executive.

Day-to-day operations are delegated by the board to the chief executive, who leads the Executive Group.

The Articles of Association of WWF-UK provide that trustees may be appointed for two periods of up to three years at a time extendable up to a maximum of nine years, although in practice trustees usually serve for a maximum of six years. The chair of the WWF-UK board is appointed for a six-year term of office.

Each of the trustees is required to disclose actual or potential conflicts of interest to the chair and company secretary for inclusion on the trustee register of interests. None of the trustees receive any remuneration for their work as a trustee but may be reimbursed for reasonable expenses incurred in the course of their duties. The board adheres to the Charity Governance Code and conducts regular external assessments of its effectiveness.

The board has four principal committees: the Impact Goals Committee; the Finance and Business Committee; the Audit Committee; and the Nominations and Remuneration Committee. Membership of all these committees is detailed on page 86 of this report. The committees meet regularly and report back to the board on key topics discussed and any decisions taken.

The Impact Goals Committee advises the board of trustees on the current effectiveness and future strategic direction of WWF-UK's global conservation programmes and advocacy and campaigns activities.

The Finance and Business Committee is responsible for providing advice and recommendations to the board on the financial management and strategic direction of the organisation, the monitoring of progress against targets and the oversight of the financial management and performance of the organisation. The committee has a sub-committee, the Investment (and Pensions) sub-committee, to assist its work principally around the organisation's investments and pension provision.

The Audit Committee is responsible for exploring the significant risks to the organisation and evaluating the steps taken to minimise those risks including internal controls, risk management and compliance reporting (including safeguarding). It considers and evaluates the work of the internal and external auditors.

The Nominations and Remuneration Committee is responsible for undertaking the recruitment and selection process for trustees and for recommending new trustees to the board for approval and the remuneration of, and succession planning for, senior executives of WWF-UK.

A detailed skills and diversity audit of the board was conducted in August 2020 and updated in December 2021. This regular exercise informs the recruitment of new trustees to the board. Trustee positions are widely and openly advertised and searches carried out among a range of networks in order to attract a diverse range of candidates. A full equality impact report for new trustee recruitment is presented to the Nominations and Remuneration Committee. Four new trustees were appointed in October 2022: Professor Jos Barlow, Dr Rhian-Mari Thomas, Dr Jessica Omukuti and David Barnes (Treasurer). New trustees are provided with a mentor from the existing board to assist them in the transition to their new role. Each new trustee attends a series of induction sessions, where they learn about the organisation and the role and responsibilities of a trustee and meet the chief executive and members of the Executive Group. New trustees also receive an induction pack including Charity Commission guidance on The Essential Trustee; WWF-UK's governing documents; and the most recent annual report and financial statements.

## STATEMENT OF TRUSTEES' RESPONSIBILITIES

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

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

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

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

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

In so far as the trustees are aware:

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

The trustees are also responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Members of the charity guarantee to contribute an amount not exceeding £10 to the assets of the charity in the event of winding up. The total number of such guarantees at 30 June 2023 was 14. The trustees are members of the charity but this entitles them only to voting rights. The trustees have no beneficial interest in the charity.

## S172(1) STATEMENT

The trustees are required to outline how they have met the requirements of s172(1) of the Companies Act 2006 in acting to promote the success of the charity to achieve its charitable purposes. This includes having regard to the likely long-term consequences of its decisions, interests of its stakeholders, employees, the impact of its operations on the wider community and the environment and the desirability of the charity maintaining a reputation for high standards of business conduct.

WWF-UK recognises it cannot achieve its mission on its own. Collaboration and working in partnership with its stakeholders are essential to tackle the triple challenges of meeting the dietary and other needs of up to 10 billion people, keeping global temperature rise below 1.5°C and reversing biodiversity loss. We consider all our actions against these long-term strategic goals as well as our more immediate three-year strategy.

Our supporters, including members of the public, donors, philanthropists and corporate partners, enable us to raise the funds we need to deliver our critical work. We also work closely with our suppliers to ensure that as an organisation we live up to the environmental principles we promote. We would not be able to achieve our mission without our dedicated staff. We set out below how WWF-UK engages with its different stakeholders, listens to their views and takes into account their interests in order to better achieve its charitable objectives.

## EMPLOYEES

At WWF-UK, we know the delivery of our mission relies on the work of our talented and motivated people. Our talent management approach includes the setting of clear leadership standards that reflect our core values, regular performance and development reviews (PDRs) and a suite of learning and development options. All this is designed to underpin our approach to work allocation, performance and development, ensuring that all our people have clear objectives against which they are measured. Work is scheduled in line with our strategic goals and desired outcomes, and our ways of working are aligned with our values and designed to create an inclusive culture. Individuals and line managers work together to ensure that career aspirations and development needs are identified and addressed.

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

In addition, the Executive Group leads weekly all-staff ‘Get Together’ sessions to inform staff about our work, share initiatives and planned changes, and celebrate and give recognition. We hold quarterly Town Hall meetings to allow staff to raise questions with the Executive Group. Our leaders and people managers meet regularly to share knowledge and best practice, to problem solve and discuss topical issues. We are committed to measuring employee engagement – we run regular surveys – and building and delivering on action plans to respond to employee feedback. We consult with colleagues on strategic and transformational change through focus groups and surveys.

We value diversity and appreciate difference and understand the benefits of an inclusive approach in which all colleagues can learn, contribute and challenge safely within the UK and across the world as part of our global network. Our inclusion agenda is informed and shaped by our Diversity, Equity and Inclusion (DE&I) champions and active network groups. Our new DE&I strategy commits to progress and delivery across 11 action areas that have been identified to create maximum impact.

## SUPPLIERS

WWF-UK’s procurement team works closely with key suppliers to ensure that supplies meet objectives and achieve good value for money while also fulfilling environmental and ethical sourcing practices.

WWF-UK continues to adhere to the ISO 20400 standard for sustainable procurement and continues to use a sustainable procurement questionnaire for sourcing our high value contracts, to assess the sustainability credentials and solutions proposed by the suppliers we engage.

The questionnaire is additional to an eco-questionnaire that is used to assess the products we purchase; it evaluates the supplier organisation as a whole, not just the delivery of goods or services for WWF-UK, and thus offers a holistic and responsible approach to procurement. The procurement team continues its efforts to reduce the cost of supply, develop the diversity and quality of our supply solutions and eliminate products and services from our supply chain that may be environmentally detrimental.

## CORPORATE PARTNERSHIPS AND PHILANTHROPIC DONORS

Building strong relationships and frequent communication is key to the success of our corporate partnerships. We conduct robust due diligence on new partners to ensure they meet our key criteria for partnership, including being committed to, or having, a Science Based Target validated at 1.5°C pathway by the Science Based Target initiative before entering into partnership. We also monitor risks to our existing partnerships. We create formal governance and decision-making structures and schedule regular meetings to allow for ongoing review of progress, feedback on partnership performance, and to provide a forum for discussing current and emerging issues.

We regularly conduct partnership reviews, often through third-party independent support, to stand back and assess the progress of our partnerships, identify challenges and opportunities, and ensure our partnerships are delivering the impact we need and expect. Private events/opportunities are also held for philanthropic donors to speak to or meet with key WWF-UK staff, to ask questions and discuss WWF’s work. Information is published in the IATI registry on the grants we receive from public sector donors.

## SUPPORTERS

Supporters are at the heart of our work and we regularly ask them for feedback on our work and the services we provide, to continually improve what we do. Supporter-facing teams continuously collect feedback, complaints, criticisms and compliments from supporters, and pass this feedback on to colleagues to improve our services and our fundraising campaigns.

Surveys and workshops are frequently conducted with our supporters to understand their motivations, and enable them to give feedback on services we provide and help us develop new ideas. We seek feedback on our campaign communications to make sure they are compelling and relevant for our supporters. We also regularly test new ideas and receive feedback from supporters on our fundraising products, so we can keep growing and optimising our portfolio in a way that inspires our supporters.

To ensure our supporters are empowered, use their talents and are supported, the movement building team has developed principles and ways of working that ensure each campaign we deliver provides space for new and existing supporters to engage in the most appropriate way.

## SCHOOLS AND YOUNG PEOPLE

Young people are growing up in an increasingly volatile and uncertain world, one impacted heavily by biodiversity loss, unsustainable food production and climate change. WWF has a key role to play in educating, supporting and inspiring young people to take action and use their voice to help bring our world back to life. Our work with and for young people is supported by our Youth Ambassadors, a group of diverse young people from across all nations of the UK. These young people come together to review our strategy, develop projects, campaigns and events that create real world impact, for people and planet. As part of *Wild Isles*, our Youth Ambassadors collaborated with young people from the RSPB and the National Trust to create the Young Voices for Nature project, which supported hundreds of young people across the UK to develop their storytelling skills and use stories as a tool for change.

WWF works closely with partners in WWF network offices and environmental and education organisations to deliver programmes informed by evidence. Sustainable Futures is our free careers programme for schools and colleges across the UK that helps build public demand for action on climate change. The programme helps young people build sustainability knowledge, skills and experiences to thrive in an economy that is net zero and supports the recovery of nature, whatever their career choice. Guided by a youth advisory group, this year we worked with over 800 educators and hundreds of business volunteers to support young people to choose rewarding career pathways.

We have developed many new curriculum-linked primary and secondary school resources to accompany our Save Our Wild Isles campaign. These include classroom resources exploring the four habitats featured in the BBC TV series and hosting live webinars to thousands of school students featuring WWF experts and members of our education team. We also launched our 'Schools for Nature' campaign, galvanising support from across the environmental sector to encourage schools to take action for nature and celebrate their achievements within their communities. Over 2,000 schools took part and received a signed certificate from Sir David Attenborough.

## RECIPIENTS OF OUR FUNDING

WWF-UK is in regular communication with colleagues across our WWF network partner offices, coordinated through regional teams in Conservation Programmes. We enter into Partnership Agreements with key WWF offices, where we hold ourselves to account against a set of mutually agreed partnership principles which include trust, equity, shared goals, risks and accountability.

## LOCAL COMMUNITIES IMPACTED BY OUR CONSERVATION WORK

A strong framework for community involvement and safeguarding in our conservation work is in place across the whole WWF network. This includes a safeguards screening tool to identify risks and promote community engagement, a tiered mechanism for communities to raise complaints and grievances, and a global response protocol for escalating serious complaints. This is coupled with staff training, capacity building and strengthened guidance, including guidance on working with Indigenous peoples.

In order to embed this framework into the day-to-day approaches of all WWF offices, we have developed a thorough training course that challenges teams to give more time to planning and implementing projects and programmes explicitly in partnership with local communities. A WWF-UK safeguards expert has supported further training on how the formal safeguards process can be used to enable local communities to be involved in planning, implementation and monitoring.

As a result of our work on safeguards in general we see a greater focus on community consultation as part of planning, so their input is informing programme design and implementation. For example, in Nepal, as the government of Nepal has no established policies or procedures for Free, Prior, and Informed Consent (FPIC), WWF partnered with the National Foundation for Development of Indigenous Nationalities (NFDIN) to develop government guidelines on FPIC and is working on an FPIC roll-out in province-level project sites, raising awareness, and sensitising partners on the FPIC government guidelines. Recognising that improving our practice takes time, WWF-UK continues to set aside additional funds for direct support to other WWF offices on working with local communities and Indigenous peoples.

## OTHER NGOS WWF-UK WORKS WITH

WWF-UK has worked in close partnership with both the RSPB and the National Trust to develop and deliver Save Our Wild Isles, a broad public engagement campaign for the restoration of UK nature around the BBC TV series *Wild Isles*, broadcast in March. Having invested in the series, as co-producers, alongside the RSPB, the Open University and the BBC, we used both the profile and the content of the series to reach wide audiences and mobilise them to take action for nature.

Incorporating added support from the National Trust, we collaborated on public engagement, communications, mobilisation, private sector advocacy and political influencing, with shared funds, governance and stakeholder management.

The Save Our Wild Isles programme included the creation of a People's Assembly for Nature, and its publication of a People's Plan for Nature, in March, to coincide with the series. Although commissioned jointly by the three charities, the Assembly is an independent body, with its own supervisory committee, including representatives from other environmental groups. Among its outcomes, the People's Plan inspired related citizens' engagement models around food and diet, led by the Food, Farming and Countryside Commission. To amplify Save Our Wild Isles, WWF partnered with Art Fund to deliver the Wild Escape, a participatory project to create the largest ever artwork created by children.

WWF-UK is a leading member of various coalitions that work closely together on policy, advocacy and campaigning in and beyond the UK.

The Climate Coalition and its equivalents in the other nations of the UK bring together hundreds of organisations of all sizes to campaign on engaging ever more people to raise their voices on climate action.

The Wildlife and Countryside LINK and its sister LINK organisations in the other nations of the UK bring together hundreds of organisations to work collectively for the protection of nature.

The Bond network connects 400 UK-based organisations with a worldwide presence, working on international development, including the interconnections between protecting the environment and supporting sustainable development.

Beyond the UK, the WWF network also works as a core part of the Climate Action Network (CAN) – a worldwide network of over 1,300 NGOs in more than 130 countries. In the UK, WWF is part of CAN-UK, the UK node of CAN.

This year, WWF-UK continued to be an active member of the Warm This Winter coalition – bringing together anti-poverty and environmental organisations to jointly campaign for practical solutions that tackle the cost of living crisis in an environmentally sustainable way.

In all these cases, WWF is a leading voice in forming, shaping, resourcing and delivering policy, advocacy and campaigning, in collaboration with many others, to make us more than the sum of our parts. All these coalitions work hard to evaluate and learn from our work, and ensure we continue to develop and grow and become more effective on these critical issues.

## ENVIRONMENTAL MANAGEMENT

In carrying out our mission to safeguard the natural world by building a future in which people and nature thrive together, we seek to minimise the environmental impact of our activities. As an environmental charity, it's vital to us that we reduce these impacts to a minimum. To achieve this, we have an Environmental Management System in place, and maintain certification to ISO 14001 – an internationally recognised and independently audited environmental standard that is awarded only after rigorous appraisal. Our certification recognises a commitment to environmental excellence and involves a process of continuous monitoring and targeted improvement.

Our largest impacts relate to business travel, working from home, producing our communications and fundraising materials, and electricity consumption in our offices.

To manage our travel, we have a Sustainable Travel Policy and a carbon budgeting and tracking process for air travel. Our Paper, Timber and Print Purchasing Policy stipulates criteria for sustainable paper and timber products and for the printing process. We closely monitor all paper and timber products purchased by WWF-UK. We monitor our electricity use in all office locations, and compare the energy used at the Living Planet Centre to the Better Building Partnership good practice benchmark for offices. Other environmental impacts we target, monitor and work to improve include procurement, single-use plastics, water, waste and recycling.

We have a set of detailed environmental goals which include a science-based target consistent with a 1.5°C level of global warming, to reduce our carbon emissions from all activities by 46.2% by 2030, using the year ended 30 June 2019 as a baseline. We have also put in place processes to ensure no avoidable single-use plastic is used in our products, operations and supply chain.

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



## STREAMLINED ENERGY AND CARBON REPORTING

The following data has been externally verified by EnviroSense Consulting Ltd.

Our *Sustainability Report* for July 2022 to June 2023 will be available in December 2023. WWF-UK does not have Scope 1 emissions.

	Current performance FY23 (2022-23)	Past performance FY22 (2021-22)
Energy consumption used to calculate emissions – electricity (kWh)	England – 570,649 Scotland – 11,475 Wales – 6,406	England – 572,564 Scotland – 8,635 Wales – 5,401
Emissions from combustion of purchased electricity (Scope 2) (tonnes CO2e)	England – 118.2 Scotland – 0 Wales – 1.3	England – 121.6 Scotland – 0 Wales – 1.1
Total gross Scope 2 emissions (tonnes CO2e)	119	123
Intensity ratio for the above gross emissions (Scope 2)	0.25	0.30
Intensity ratio: tonnes CO2e per full-time equivalent staff		
Emissions from reimbursed business travel in rental cars or employee-owned vehicles (Scope 3) (tonnes CO2e)	5.6	2.3
Emissions from other business travel including air, rail and road (Scope 3) (tonnes CO2e)	250.5	56.7
Methodology:	GHG Reporting Protocol – Corporate Standard	
Electricity emissions reduction actions taken in FY22	<ul style="list-style-type: none"> <li>• Review of monthly Building Management System and meter readings, enabling areas of high use to be identified and settings altered in all three offices.</li> <li>• All new technology and appliances reviewed for energy performance to ensure usage remains low.</li> <li>• Upgrade of printer estate across our offices, to low-energy models, and removal of one printer.</li> </ul>	

## CHARITY GOVERNANCE CODE

WWF-UK continues to adhere to the Charity Governance Code.

In line with the Charity Governance Code, we conduct an external review of the board every three years. Our last review was in 2021 and the next one will take place in 2024. Governance is also reviewed on an annual basis as part of the end of year assurance process.

## GRANT-MAKING POLICY

At WWF-UK we make grants in line with our charitable and strategic objectives, to partners in the WWF network and other conservation organisations. We assess partners and programmes for their ability to deliver outcomes and uphold our social and environmental values. Many grants are made to long-running conservation programmes, the outcomes of which are reviewed at regular periods. All grants are subject to specific agreements with partners which define the policies, standards and practices they are required to adhere to, including social policies and safeguards.

All our WWF network offices have sub-grantees who co-implement parts of many projects and programmes. During the last year, WWF-UK has continued its work on due diligence. This work includes documenting and tracking alignment to WWF's policies, standards and practices across WWF offices and sub-grantees. In this way we seek to ensure that the whole funding chain is adhering to WWF good practices.

## PUBLIC BENEFIT

WWF-UK promotes education in nature conservation, the natural environment and the sustainable use of natural resources and ecological processes. Our beneficiaries are the general public.

We conserve natural resources and ecosystems because we know the health and biodiversity of our environment is inextricably linked to people's wellbeing, both in the short and long term. We campaign to limit climate change to protect people from the impacts which the warming of our planet is already bringing, such as extreme weather events, rising sea levels and adverse effects on food production. We promote and support scientific and educational studies, research and projects and publication of scientific and educational works in order to raise public awareness of environmental issues and enhance the effectiveness of our work.

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

## FUNDRAISING STANDARDS AND APPROACH

We continue to be members of the Chartered Institute of Fundraising (CIOF) and the Fundraising Regulator, and champion and adhere to the excellent standards set out by the Code of Fundraising in all areas of our fundraising. We are committed to the Fundraising Regulator's Fundraising Promise, and continually strive to ensure our fundraising is open, honest, legal and respectful.

In order to raise funds and awareness of our work cost-effectively and allow supporters to get involved in ways that suit them, we rely on a variety of different activities, including: private site and door-to-door fundraising, telephone campaigns, letters and emails, television, digital and press advertising; from legacies, events and community fundraising; and from philanthropists, trusts, foundations, public sector bodies and corporate partners.

We work with professional fundraising agency partners, along with our in-house fundraising teams, to speak to potential and existing supporters, both face to face and over the telephone. Emphasis has been placed on growing our face-to-face fundraising and ensuring the best experience for members of the public. As a result of these conversations, many are inspired to start a regular committed gift, generating significant income to support our conservation work. We require any professional fundraising agencies working on our behalf to adhere to our fundraising standards and this is enshrined in our contracts with them.

We also work with a number of strategic corporate partners who support our work through financial and non-financial donations, as well as employee and customer fundraising. Our material strategic corporate partnerships are subject to due diligence in line with our Gift Acceptance, Refusal and Return Policy and reviewed by the Restricted Funds Group and appropriate Goal Boards to ensure effective oversight.



### Monitoring of fundraising activities and protecting people in vulnerable circumstances

We have processes in place, endorsed by our board of trustees, which govern our fundraising activities. In addition, we have comprehensive compliance and quality control frameworks that we use to monitor adherence to the General Data Protection Regulations (GDPR), the behaviour of agencies, their staff and our in-house teams and fundraisers, and the conversations they have on our behalf, with both supporters and members of the public. This includes thorough due diligence and audit, regular training sessions, shadowing and mystery shopping, site visits, call listening, quality control calls and monitoring of outcomes, thorough complaints investigations, and remedial actions. Our aim is to ensure our supporters feel informed, appreciated and inspired by all interaction we have with them.

We are committed to ensuring we treat the public with sensitivity and respect at all times, taking special care to protect people who may find themselves in vulnerable circumstances. Our fundraiser training, regularly delivered to external agencies as well as in-house fundraisers and supporter-facing teams contains a section designed to ensure they are aware of the signs of potential vulnerability, and how to respond appropriately.

This approach is in line with the requirements of the Charities (Protection and Social Investment) Act 2016, the CIOF's Treating Donors Fairly Guidance, and the Direct Marketing Association's Guidelines for Dealing with Vulnerable Consumers. This year we have also reviewed and updated our Vulnerable Supporters Policy and supporting practices.

### Complaints

In 2023, we consolidated and further embedded our complaints policy and process within the organisation. For the financial year ending 30 June 2023, we received 125 complaints (2022: 56) from members of the public about our fundraising activities.

We have chosen to report those where: we were approached by someone to raise a concern about our fundraising activities; there has been a potential breach or a lapse in standards in relation to our fundraising; an investigation has been instigated; or where we have received an expression of dissatisfaction relating to our use of specific fundraising methods. We have nothing to report in respect of failures and/or breaches, which we have taken to include complaints or breaches referred to, and upheld by, either the Information Commissioner's Office or the Fundraising Regulator.

### REMUNERATION PHILOSOPHY, PRINCIPLES AND POLICY

The Nominations and Remuneration Committee of our board of trustees determines the chief executive's salary and reviews this each year, with an approach that aligns with the principles set for the organisation's pay policy. This committee also approves annual recommendations made by the chief executive on any changes to the executive directors' salaries and benefits. The chief executive attends the committee, but is not present when their own remuneration is being discussed.

Reward and recognition at WWF-UK reflects the impact we all have on our objectives and our culture in a way that nurtures talent, is sustainable, and considers all aspects of what it means to work for the organisation. Our principles are about being fair, purpose driven, taking a holistic approach and being forward looking. Our reward policy is designed to be inclusive and transparent and to enable the attraction and retention of talent in our organisation.

Our senior executive team is remunerated in line with all staff in the organisation and receives the same benefits package. All posts within the organisation are evaluated using Mercer's job evaluation framework and pay is typically set within a pay range around the median of the marketplace for similar roles in comparable organisations, which include large UK charitable organisations of similar size and complexity to WWF-UK.

Individuals are recruited through a competitive process and appointed within the appropriate pay range for the post, depending on skills and competencies and evidence of behaviours being aligned with our core values.

Full pay equality impact assessments are conducted before each appointment, and specific attention is given to gender and ethnicity pay, so we can continue to reduce our pay gaps. Our organisation is accredited by the Living Wage Foundation, and we are committed to never paying our employees less than the real living wage.

The organisation typically reviews pay annually, and the approved budget for any pay increases for executives aligns with that for the whole organisation. The annual pay award is informed by the cost of living, market pay movements and affordability.

We continue to develop our reward and recognition programmes to enable greater engagement and motivation of colleagues, to reflect the impact of our work and to enhance our value proposition.

### GENDER AND ETHNICITY PAY GAPS

Some 71% of WWF-UK staff are female. WWF-UK first published gender pay gap data as at April 2017 and reported a mean gender pay gap of 18.2% (median 16.8%). The latest published mean gender pay gap, for April 2022, was 8.0% (median 10.7%). Our median gender pay gap continues to reduce and in our latest data, for April 2023, we will be reporting a mean gender pay gap of 9.0% (median 9.8%).

A total of 11% of WWF-UK staff identify as people of colour. WWF-UK formally reported on its ethnicity pay gaps for the first time in April 2023, on a voluntary basis. We continue to improve the collection and quality of our diversity data and are tracking and monitoring pay across the various race groupings, considering intersectional data too. Our mean ethnicity pay gap for April 2022 was 8.3% and the median was 2.9%. For April 2023, we will report a mean ethnicity pay gap of 8.9% and a median of 10.0%.

Understanding the drivers for and reducing the scale of all pay gaps are key metrics for our organisational performance and we are committed to organise, select, recruit, reward and develop all staff on equitable and inclusive terms, taking positive action as needed to achieve equity. The 2023 data will be reported in March 2024, together with a full analysis and action plan.

### INTERNAL AUDIT STATEMENT

Our internal audit team has assessed that the adequacy and effectiveness of the organisation's framework of governance, risk management and internal controls for the financial year ending 30 June 2023 provides reasonable assurance to support achievement of the organisation's objectives.

The trustees' report and strategic report were approved by the board of trustees on 19 October 2023 and were signed on their behalf by:



**Dave Lewis**  
Chair of the board of trustees

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

## OPINION

We have audited the financial statements of WWF-UK ('the charitable company') and its subsidiaries ('the group') for the year ended 30 June 2023 which comprise the Group Statement of Financial Activities, the Group and Company balance sheets, the Group Statement of Cash Flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and the charitable company's affairs as at 30 June 2023 and of the group's income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006 and the Charities and Trustee Investment (Scotland) Act 2005 and Regulations 6 and 8 of the Charities Accounts (Scotland) Regulations 2006 (amended).

## BASIS FOR OPINION

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

## CONCLUSIONS RELATING TO GOING CONCERN

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's or the group's ability to continue as a going concern for a period of at least 12 months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

## OTHER INFORMATION

The trustees are responsible for the other information contained within the annual report. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

## OPINIONS ON OTHER MATTERS PRESCRIBED BY THE COMPANIES ACT 2006

In our opinion based on the work undertaken in the course of our audit:

- the information given in the trustees' report, which includes the directors' report and the strategic report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report included within the trustees' report have been prepared in accordance with applicable legal requirements.

## MATTERS ON WHICH WE ARE REQUIRED TO REPORT BY EXCEPTION

In light of the knowledge and understanding of the group and charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or the directors' report included within the trustees' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 and the Charities Accounts (Scotland) Regulations 2006 requires us to report to you if, in our opinion:

- adequate and proper accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

## RESPONSIBILITIES OF TRUSTEES

As explained more fully in the trustees' responsibilities statement set out on page 45, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

## AUDITOR'S RESPONSIBILITIES FOR THE AUDIT OF THE FINANCIAL STATEMENTS

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

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

Details of the extent to which the audit was considered capable of detecting irregularities, including fraud and non-compliance with laws and regulations are set out below.

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

### EXTENT TO WHICH THE AUDIT WAS CONSIDERED CAPABLE OF DETECTING IRREGULARITIES, INCLUDING FRAUD

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We identified and assessed the risks of material misstatement of the financial statements from irregularities, whether due to fraud or error, and discussed these between our audit team members. We then designed and performed audit procedures responsive to those risks, including obtaining audit evidence sufficient and appropriate to provide a basis for our opinion.

We obtained an understanding of the legal and regulatory frameworks within which the charitable company and group operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were the Companies Act 2006, the Charities Act 2011 and The Charities and Trustee Investment (Scotland) Act 2005, together with the Charities SORP (FRS 102). We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the charitable company's and the group's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the charitable company and the group for fraud. The laws and regulations we considered in this context for the UK operations were General Data Protection Regulation (GDPR), anti-fraud, bribery and corruption legislation, taxation legislation and employment legislation.

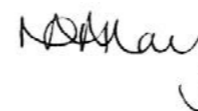
Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Trustees and other management and inspection of regulatory and legal correspondence, if any.

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the timing of recognition of income, end use of funds including funds granted to partner organisations and the override of controls by management. Our audit procedures to respond to these risks included enquiries of management, internal audit, and the Audit Committee about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals, analytical review and sample testing of income, sample testing and review of grants made to partner organisations, reviewing accounting estimates for biases, reviewing regulatory correspondence with the Charity Commission, and reading minutes of meetings of those charged with governance.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

## USE OF OUR REPORT

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006, and to the charitable company's trustees, as a body, in accordance with Regulation 10 of the Charities Accounts (Scotland) Regulations 2006. Our audit work has been undertaken so that we might state to the charitable company's members 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 charitable company's members as a body and the charitable company's trustees as a body, for our audit work, for this report, or for the opinions we have formed.



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

11 January 2024

# CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES

(incorporating income and expenditure account) for the year ended 30 June 2023

	Notes	Unrestricted funds £'000	Restricted and endowment funds £'000	Total 2023 £'000	Total 2022 £'000
<b>Income and endowments from:</b>					
<b>Donations and legacies</b>					
Membership and donations from individuals		27,658	13,285	40,943	43,872
Corporate donations		1,527	8,406	9,933	11,123
Charitable trusts		3,310	6,375	9,685	8,640
Legacies		15,952	1,428	17,380	15,352
Gifts in kind	25	717	-	717	167
		49,164	29,494	78,658	79,154
<b>Charitable activities</b>					
Aid agencies and government grants	4	-	3,833	3,833	1,795
Corporate income		-	486	486	271
Income from non-governmental organisations		177	2,101	2,278	2,385
		177	6,420	6,597	4,451
<b>Other trading activities</b>					
Corporate income		613	5,629	6,242	5,461
Lottery promotions		682	-	682	348
Other trading income		606	87	693	954
		1,901	5,716	7,617	6,763
<b>Investment income</b>	3	1,003	161	1,164	669
<b>Total income</b>		52,245	41,791	94,036	91,037
<b>Expenditure on:</b>					
<b>Raising funds</b>					
Costs of raising voluntary income		18,163	5,502	23,665	22,618
Investment management fees		186	47	233	222
<b>Total expenditure on raising funds</b>	6	18,349	5,549	23,898	22,840
Reorganisation costs	6	27	7	34	157
<b>Total expenditure on raising funds and reorganisation costs</b>	6	18,376	5,556	23,932	22,997
<b>Net income available for charitable activities</b>		33,869	36,235	70,104	68,040

Consolidated statement of financial activities for the year ended 30 June 2023 continued

	Notes	Unrestricted funds £'000	Restricted and endowment funds £'000	Total 2023 £'000	Total 2022 £'000
<b>Total expenditure on raising funds and reorganisation costs brought forward</b>	6	18,376	5,556	23,932	22,997
<b>Charitable activities</b>					
Charitable activities	5,6	39,572	38,910	78,482	69,133
Gifts in kind	25	-	-	-	10
<b>Total expenditure on charitable activities</b>		39,572	38,910	78,482	69,143
<b>Total expenditure</b>		57,948	44,466	102,414	92,140
<b>Net expenditure before losses on investments</b>		(5,703)	(2,675)	(8,378)	(1,103)
Net loss on investments		(274)	(72)	(346)	(1,103)
<b>Net expenditure</b>		(5,977)	(2,747)	(8,724)	(2,206)
Fair value movements on cash flow hedges		(405)	-	(405)	83
<b>Net movement in funds</b>		(6,382)	(2,747)	(9,129)	(2,123)
Total funds brought forward	21	33,080	33,643	66,723	68,846
<b>Total funds carried forward</b>	21	26,698	30,896	57,594	66,723

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.



# CONSOLIDATED AND CHARITY BALANCE SHEET AS AT 30 JUNE 2023

	Notes	Group 2023 £'000	Group 2022 £'000	Charity 2023 £'000	Charity 2022 £'000
<b>Fixed assets</b>					
Intangible assets	11	157	675	157	675
Tangible assets	12	12,556	13,372	12,556	13,372
Investments	13	26,940	26,486	26,940	26,486
<b>Total fixed assets</b>		<b>39,653</b>	<b>40,533</b>	<b>39,653</b>	<b>40,533</b>
<b>Current assets</b>					
Stocks	14	1,171	1,080	729	714
Debtors	15	5,074	5,291	6,314	6,318
Investments	16	232	3,345	232	3,345
Cash at bank and in hand		22,221	27,606	18,568	24,703
<b>Total current assets</b>		<b>28,698</b>	<b>37,322</b>	<b>25,843</b>	<b>35,080</b>
<b>Current liabilities</b>					
Creditors: amounts falling due within one year	17	(10,757)	(11,132)	(7,908)	(8,896)
<b>Net current assets</b>		<b>17,941</b>	<b>26,190</b>	<b>17,935</b>	<b>26,184</b>
<b>Net assets</b>		<b>57,594</b>	<b>66,723</b>	<b>57,588</b>	<b>66,717</b>
<b>The funds of the charity:</b>					
<b>Unrestricted funds:</b>					
General reserves	21	14,300	16,827	14,294	16,821
Hedge reserve	21	(100)	305	(100)	305
Designated reserves	21	12,498	15,948	12,498	15,948
Total unrestricted funds		26,698	33,080	26,692	33,074
<b>Endowment funds</b>	21	5,449	5,568	5,449	5,568
<b>Restricted funds</b>	21	25,447	28,075	25,447	28,075
<b>Total funds</b>		<b>57,594</b>	<b>66,723</b>	<b>57,588</b>	<b>66,717</b>

The net movement in funds for the financial year dealt with in the financial statements of the parent charity was negative £9,129,000 (2022: negative £2,123,000).

The financial statements were approved by the trustees on 19 October 2023 and signed on their behalf by:



**Dave Lewis**  
Chair of the board of trustees

# CONSOLIDATED STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 30 JUNE 2023

	2023 £'000	2022 £'000
<b>Cash flows from operating activities:</b>		
Net cash (used by)/provided by operating activities	(8,532)	1,259
<b>Cash flows from investing activities:</b>		
Dividends and interest from investments	1,164	669
Proceeds from the sale of property, plant and equipment	17	-
Purchase of property, plant and equipment	(347)	(149)
Proceeds from the sale of investments	3,615	5,428
Purchase of investments	(4,525)	(6,542)
Decrease in cash held for fixed asset investments	110	489
Decrease/(increase) in cash held for current asset investments	3,113	(9)
<b>Net cash provided by/(used in) investing activities</b>	<b>3,147</b>	<b>(114)</b>
<b>Change in cash and cash equivalents in the reporting period</b>		
Cash and cash equivalents at the beginning of the reporting period	27,606	26,461
<b>Cash and cash equivalents at the end of the reporting period</b>	<b>22,221</b>	<b>27,606</b>
<b>Reconciliation of net expenditure to the net cash flow from operating activities</b>		
Net expenditure for the reporting period (as per the statement of financial activities)	(8,724)	(2,206)
Depreciation charges	1,411	1,621
Loss on investments	346	1,103
Dividends and interest from investments	(1,164)	(669)
Gain on the disposal of fixed assets	(17)	-
(Increase) in stocks	(91)	(286)
(Increase)/Decrease in debtors	(80)	1,157
(Decrease)/Increase in creditors	(213)	539
<b>Net cash (used by)/provided by operating activities</b>	<b>(8,532)</b>	<b>1,259</b>
<b>Analysis of cash and cash equivalents</b>		
Cash in hand	22,221	27,606
Total cash and cash equivalents	22,221	27,606

# NOTES TO THE ACCOUNTS

## 1. CHARITY INFORMATION

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

## 2. ACCOUNTING POLICIES

### Basis of preparation

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

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

WWF-UK constitutes a public benefit entity as defined by FRS 102 and detailed on page 51.

### Going concern

As explained in the Trustees' Report, as per financial and cash flow projections, WWF-UK has sufficient cash and cash investments and reserves to continue to operate in all foreseeable circumstances. Accordingly, the trustees have a reasonable expectation that the charity has adequate resources and are of the view that there are no material uncertainties about the charity's ability to continue in operational existence for the foreseeable future. The accounts have therefore been prepared on the basis that the charity is a going concern.

### Basis of consolidation

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

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

## Fund accounting

### • Unrestricted funds

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

### • Designated funds

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

### • Restricted funds

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

### • Endowment funds

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

## Income

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

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

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

Lottery income: WWF-UK operates a separate weekly lottery. Income received in respect of these lotteries is recognised when the draws are made. Income received in advance for future lottery draws is deferred until the draw takes place.

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

Income from investments is included gross of tax and fees.

Gifts in kind are included at current market value where their value is ascertainable and material, with an adjustment based on the estimated worth to the charity.

## Expenditure

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

The analysis of charitable activities in Note 6 reflects the priority activities set out in the strategy.

Costs of raising funds are primarily those incurred in seeking voluntary contributions and other income.

In line with WWF-UK's strategic objectives, grants are made to partners in the WWF network and to other conservation organisations. These grants are performance-related, with mid-term reviews. Although future years funding is indicated, the binding commitment is for annual funding only. The full commitment of the grant is stated in Note 26.

Governance costs relate to compliance with constitutional and statutory requirements and have been included as support costs together with management and finance costs, HR costs, IT costs and premises and facilities costs.

## Foreign currencies

Transactions in foreign currencies are recorded either at the rate of exchange on the date of the transaction or, in the case of expenditure at the rate at which corresponding foreign currency income was recorded. Foreign currency balances have been translated at the rates of exchange ruling at the balance sheet date.

## Financial instruments

WWF-UK has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at the present value of future cash flows (amortised cost). Financial assets held at amortised cost comprise current asset investments, cash at bank and in hand, and the group's debtors, excluding prepayments. Financial liabilities held at amortised cost comprise the group's creditors excluding deferred income. No discounting has been applied to these financial instruments on the basis that the periods over which amounts will be settled are such that any discounting would be immaterial.

Investments, including bonds and cash held as part of the investment portfolio, are held at fair value at the balance sheet date, with gains and losses being recognised within income and expenditure.

Investments in subsidiary undertakings are held at cost less impairment.

WWF-UK enters into forward foreign currency contracts that do not qualify as basic financial instruments. These are held at fair value at the balance sheet date. Where hedging relationships are documented, they are accounted for using hedge accounting. Where the hedging relationship cannot be clearly documented, changes in fair value are recorded against the planned expenditure for the purchased currency.

## Hedge accounting

WWF-UK enters into forward foreign currency contracts to hedge currency exposure on certain future expenditure. These are designated as hedging instruments in cash flow hedges. At the inception of the hedge relationship, the entity documents the economic relationship between the hedging instrument and the hedged item, along with its risk management objectives and clear identification of the risk in the item that is being hedged by the hedging instrument. Furthermore, at the inception of the hedge, the Group determines and documents causes for hedge ineffectiveness. Note 19 sets out details of the fair values of the derivative instruments used for hedging purposes.

The effective portion of changes in the fair value of derivatives that are designated and qualify as cash flow hedges is recognised in fair value movements on cash flow hedges. The gain or loss relating to the ineffective portion is recognised immediately in profit or loss. Amounts previously recognised in fair value movements on cash flow hedges and accumulated in equity are reclassified to profit or loss in the periods in which the hedged item affects profit or loss or when the hedging relationship ends.

Hedge accounting is discontinued when the Group revokes the hedging relationship, the hedging instrument expires or is sold, terminated or exercised, or no longer qualifies for hedge accounting. Any gain or loss accumulated in equity at that time is reclassified to profit or loss when the hedged item is recognised in profit or loss. When a forecast transaction is no longer expected to occur, any gain or loss that was recognised in fair value movement on cash flow hedges is reclassified immediately to profit or loss.

## Intangible assets

Intangible fixed assets are stated at cost, net of amortisation and any provision for impairment.

Amortisation is calculated to write off the cost of intangible fixed assets by equal annual instalments over their expected useful lives as follows:

Contacts database system	7 years on a straight-line basis
Other software	5 years on a straight-line basis
Other intangible asset	3 years on a reducing balance basis

Amortisation is not charged on assets in the course of construction until they are complete and in use.

All intangible assets are reviewed for any indication of impairment and, where impairment is indicated, the value of the asset is reduced to reflect the estimated recoverable value.

Intangible fixed assets costing £3,000 or more, and where it is probable they will create future economic benefit, are capitalised.

## Tangible fixed assets and depreciation

Tangible fixed assets are stated at cost, net of depreciation and any provision for impairment.

Depreciation is calculated to write off the cost of tangible fixed assets by equal annual instalments over their expected useful lives as follows:

Freehold buildings	15 to 60 years over the expected remaining life of the asset on a straight-line basis
Office furniture	8 years on a straight-line basis
Equipment	3 to 5 years on a straight-line basis
Leasehold improvement	3 to 10 years over the remaining life of the lease on a straight-line basis

All tangible fixed assets costing £3,000 or more are capitalised.

## Investments

Investments are stated at market value.

The statement of financial activities includes the net gains or losses arising from revaluations and disposals of investment assets during the year.

## Stock

Stock is valued at the lower of cost and net realisable value.

## Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

## Current asset investments

Current asset investments are bank balances held on deposit and are not available for immediate access. They have a maturity of one year or less.

## Creditors

Creditors are recognised at their settlement amount after allowing for any trade discounts due.

## Provisions

Provisions are recognised when the charity has a present legal or constructive obligation as a result of past events, it is probable that an outflow of resources will be required to settle the obligation, and the amount can be estimated reliably. Provisions are measured at the present value of the expenditure expected to be required to settle the obligation.

## Operating leases

Rental costs under operating leases are charged to the statement of financial activities in equal amounts over the periods of the leases, even if the payments are not made on such a basis. Benefits received and receivable as an incentive to sign an operating lease are, similarly, spread on a straight-line basis over the lease term.

## Pensions

WWF-UK administers a group personal pension plan through Aviva which is also a defined contribution scheme. Payments made by the charity on behalf of individual employees are charged to the Consolidated Statement of Financial Activities as incurred.

## Significant areas of estimation and judgement

The preparation of the financial statements requires judgements, estimations and assumptions to be made that affect the reported values of assets, liabilities, revenues and expenses. The nature of estimation and judgement means that actual outcomes could differ from expectation. Significant areas of estimation and judgement include:

- Accrued legacy income is estimated based on the best information available at the balance sheet date.
- Gifts in kind are recorded at market value and are adjusted to take into account the value to the charity.
- Intangible assets are stated net of any impairment provision.

## 3. INVESTMENT INCOME

	2023	2022
	£'000	£'000
Dividends and fixed interest	819	643
Bank interest	345	26
	<b>1,164</b>	<b>669</b>

## 4. AID AGENCIES AND GOVERNMENT GRANTS\*

	2023	2022
	£'000	£'000
Major grants from aid agencies and governments include funds from:		
<b>Foreign, Commonwealth &amp; Development Office (FCDO)</b>		
Partnering for Accelerated Climate Transitions	1,011	291
Water Resource Accountability in Pakistan	862	448
Land for Life – Securing livelihoods and empowering vulnerable Maasai communities while recovering wildlife in critical corridors in Kenya and Tanzania	565	-
Strengthened multilateral engagement and collaboration with China's timber and palm oil supply chains to reduce deforestation and forest degradation in Gabon, Indonesia and Papua New Guinea	451	638
CDC water risk filter	90	85
Pakistan early warning forest fire detection system	10	-
<b>Department for Environment, Food and Rural Affairs (Defra)</b>		
Community-led fisheries management in the Mara Wetlands, Tanzania	212	-
Reducing IWT through community-led conservation in a transboundary landscape	196	111
Closing the evidence gap on the role of community rangers	101	-
Sound Of Safety: testing pingers for river dolphins and fishers	91	28
Collaborative approaches to manage human-wildlife conflict in Ruvuma transboundary landscape	68	-
Strengthening communities' livelihood and stewardship to conserve otters in Karnal	42	-
Breaking the illegal wildlife trade chain in Bagmati Province, Nepal	37	-
Reviving Trans-Himalayan Rangelands: a community-led vision for people and nature	36	-
Women and IWT: understanding gender dynamics in Pakistan's wildlife trafficking	12	-
Tackling IWT in Muslim communities in Sumatra	-	40
<b>NatureScot</b>		
Restoration Forth	49	67
<b>British Council</b>		
Expanding horizons for climate action in cities	-	10
<b>Joint Nature Conservation Committee (JNCC)</b>		
Latin American landscape restoration work	-	10

2023 2022

£'000 £'000

## United Nations Environment Programme (UNEP)

Sustainable blue economy finance principles	-	37
Small scale funding agreement	-	30
<b>Total aid agencies and government grants</b>	<b>3,833</b>	<b>1,795</b>

\*does not include institutional funding coming via a third party or WWF network office.

## 5. GRANT AND PROJECT COSTS

Individual conservation projects and grants are grouped as programmes that reflect our key conservation priorities. Grants are made to other offices in the WWF network as well as other partners in the UK and internationally. This information is normally the basis of reporting to donors, including government agencies. All our grants are performance-related, with mid-term reviews.

	2023	2022
	£'000	£'000
<b>Organisation/Programme</b>		
<b>WWF International</b>		
WWF network support	5,319	5,354
<b>WWF Network</b>		
East Africa savannahs	4,861	4,433
Amazon programme	4,772	3,351
Energy transition	2,871	317
Asia sustainable palm oil programme	2,308	1,245
UK land and seascapes including marine	2,171	1,686
Tiger landscapes	2,024	2,273
Reckitt partnership restoring wildflower habitats globally	1,539	1,426
China policy (Green is Gold)	1,342	1,313
Organisational development	1,138	1,250
HSBC energy, innovation and learning	1,136	941
Nepal partnership	1,074	1,048
Wildlife trafficking and demand	940	938
Water Resource Accountability in Pakistan	849	441
Ganges and Indus programme	614	370
Tesco partnership on landscape and food	582	279
Aviva partnership – Canada Nature and Climate Fund	500	400
Greater Virunga	483	395
Asian high mountain landscapes	401	442
Myanmar programme	388	425
<b>Other projects aggregated</b>	<b>4,567</b>	<b>4,867</b>
<b>Total grant funding on programmes and projects</b>	<b>39,879</b>	<b>33,194</b>
Other project activity undertaken directly (Note 6)	<b>31,309</b>	<b>31,160</b>
<b>Total grants and projects expenditure (Note 6)</b>	<b>71,188</b>	<b>64,354</b>
Support costs (Notes 6,7)	<b>7,294</b>	<b>4,789</b>
<b>Total expenditure on grants and projects</b>	<b>78,482</b>	<b>69,143</b>



## 6. RESOURCES EXPENDED

	Activities undertaken directly	Grant funding of activities	Support costs	Total 2023	Total 2022
	£'000	£'000	£'000	£'000	£'000
Averting dangerous climate change	3,430	2,266	583	6,279	6,354
Creating a sustainable food system	4,061	1,017	520	5,598	6,600
Restoring threatened habitats and species	7,044	27,582	3,548	38,174	27,288
Growing support	16,251	359	1,702	18,312	18,776
Strengthening our priority WWF partner offices	-	-	-	-	1,542
Building capacity in the network	279	5,318	574	6,171	6,098
WWF network priority support projects	244	3,337	367	3,948	2,475
Gifts in kind attributable to charitable activities	-	-	-	-	10
<b>Total expenditure on charitable activities</b>	<b>31,309</b>	<b>39,879</b>	<b>7,294</b>	<b>78,482</b>	69,143
Expenditure on raising funds	21,747	-	2,151	23,898	22,840
Reorganisation costs	34	-	-	34	157
<b>Total expenditure</b>	<b>53,090</b>	<b>39,879</b>	<b>9,445</b>	<b>102,414</b>	92,140

### Basis for the support cost allocation

Support costs are allocated on a pro-rata basis according to the total cost of activities undertaken directly and grant funding of activities.

## 7. SUPPORT COSTS

	Governance	Management & Finance	HR	IT	Premises & Facilities	Total 2023	Total 2022
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Charitable activities	1,094	1,619	1,488	1,265	1,828	7,294	4,789
Expenditure on raising funds	322	478	439	373	539	2,151	1,557
<b>Total support costs</b>	<b>1,416</b>	<b>2,097</b>	<b>1,927</b>	<b>1,638</b>	<b>2,367</b>	<b>9,445</b>	6,346

The increase in support costs in the year is mainly owing to the fact there were foreign currency holding losses in the year of £0.7m, compared with currency holding gains of £1.3m in the prior year. In addition, there was an increase in support staff costs of £0.7m.

Governance costs included £181,000 (2022: £24,000) gifts in kind related to pro bono legal services provided.

## 8. STAFF COSTS

	2023	2022
	£'000	£'000
Wages and salaries	22,113	19,009
Social Security costs	2,389	2,012
Pension costs	2,102	1,823
	<b>26,604</b>	22,844

The above costs exclude nine staff (2022: 10 staff) who were hosted by WWF-UK on behalf of WWF International, WWF-US, WWF-Netherlands, WWF-Brazil, WWF European Programme Office, WWF-Sweden, WWF-Singapore and WWF-Vietnam. Total cost £514,000 (2022: £540,000).

Included within staff costs above is £9,000 (2022: £110,000) relating to redundancy and termination costs. At the end of the year nil (2022: nil) was still to be paid.

There were ex-gratia payments of £3,000 made during the year (2022: nil).

In addition, the cost of temporary staff in the year was £387,000 (2022: £529,000), of which nil (2022: £44,310) was for staff hosted by WWF-UK on behalf of WWF-Malaysia.

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

The average number of employees during the year was 502 (2022: 438).

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

	2023	2022
	Number	Number
Charitable activities	275	251
Generating funds	113	100
Support and governance	77	68
	<b>465</b>	419

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

	2023	2022
	Number	Number
£60,001 to £70,000	30	21
£70,001 to £80,000	18	17
£80,001 to £90,000	11	7
£90,001 to £100,000	2	-
£100,001 to £110,000	-	1
£110,001 to £120,000	1	4
£120,001 to £130,000	4	1
£130,001 to £140,000	-	-
£140,001 to £150,000	-	1
£150,001 to £160,000	1	-
	<b>67</b>	52

Pension contributions for the 67 highest paid employees (52 in 2022) amounted to £510,000 (2022: £423,000).

The key management personnel of the charity are the members of the Executive Group in place during the year as referred to on page 87. The total employee benefits of the Executive Group were £1,115,967 (2022: £1,084,383).

The chief executive, Tanya Steele, received a gross salary during the year of £151,964 (2022: £144,533) and an employer's contribution to the pension scheme equivalent to 10% of the gross salary, as part of the organisation's standard pension programme.

## 9. TRUSTEES' REMUNERATION AND EXPENSES

No trustee received any remuneration from WWF-UK during the year (2022: nil). During the year £16,067 was reimbursed or paid on behalf of 10 trustees for travel, accommodation and subsistence costs incurred in attending meetings and for overseas travel to WWF projects (2022: £22 for one trustee).

During the year the charity paid £10,003 (2022: £5,176) in respect of trustees' indemnity insurance on behalf of the trustees. No other costs were borne on behalf of any trustee.

## 10. NET INCOMING RESOURCES FROM OPERATIONS

	2023	2022
	£'000	£'000
Net incoming resources from operations for the year are stated after charging:		
<b>Auditors' remuneration:</b>		
Fees payable to the charity's auditors for the audit of the charity's annual accounts	35	35
Fees payable to the charity's auditors for the audit of projects	14	2
Fees payable to the charity's auditors for the audit of the charity's subsidiaries	29	24
Fees payable to the charity's auditors for consultancy services	-	6
Total auditors' remuneration	78	67
Depreciation of tangible fixed assets	893	854
<b>Operating lease rentals:</b>		
Plant and machinery	8	10
Other	256	248
Total operating lease rental	264	258
Unrealised (loss)/gain on foreign exchange translation	(726)	1,315

## 11. INTANGIBLE FIXED ASSETS

	Other intangible asset	Contacts database system	Other software	Total
	£'000	£'000	£'000	£'000
<b>GROUP AND CHARITY</b>				
<b>Cost or valuation</b>				
At 30 June 2022	1,946	1,206	478	3,630
Disposals in the year	-	-	(44)	(44)
<b>At 30 June 2023</b>	<b>1,946</b>	<b>1,206</b>	<b>434</b>	<b>3,586</b>
<b>Amortisation</b>				
At 30 June 2022	1,411	1,206	338	2,955
Charge for the year	438	-	80	518
Disposals in the year	-	-	(44)	(44)
<b>At 30 June 2023</b>	<b>1,849</b>	<b>1,206</b>	<b>374</b>	<b>3,429</b>
<b>Net book value</b>				
<b>At 30 June 2023</b>	<b>97</b>	<b>-</b>	<b>60</b>	<b>157</b>
At 30 June 2022	535	-	140	675

The other intangible asset concerns the film *David Attenborough: A Life On Our Planet*, which was released in September 2020.

## 12. TANGIBLE FIXED ASSETS

	Living Planet Centre	Leasehold improvements	Office furniture and equipment	Total
	£'000	£'000	£'000	£'000
<b>GROUP AND CHARITY</b>				
<b>Cost or valuation</b>				
At 30 June 2022	19,419	132	1,833	21,384
Additions in the year	24	-	53	77
Disposals in the year	-	-	(324)	(324)
<b>At 30 June 2023</b>	<b>19,443</b>	<b>132</b>	<b>1,562</b>	<b>21,137</b>
<b>Depreciation</b>				
At 30 June 2022	6,552	131	1,329	8,012
Charge for the year	698	1	194	893
Disposals in the year	-	-	(324)	(324)
<b>At 30 June 2023</b>	<b>7,250</b>	<b>132</b>	<b>1,199</b>	<b>8,581</b>
<b>Net book value</b>				
<b>At 30 June 2023</b>	<b>12,193</b>	<b>-</b>	<b>363</b>	<b>12,556</b>
At 30 June 2022	12,867	1	504	13,372

## 13. INVESTMENTS

	2023	2022
	£'000	£'000
<b>GROUP AND CHARITY</b>		
<b>Investment - movement</b>		
Market value at 1 July 2022	26,020	26,009
Additions at cost	4,525	6,542
Disposals at market value	(3,615)	(5,428)
Net loss on revaluation	(346)	(1,103)
<b>Market value at 30 June 2023</b>	<b>26,584</b>	<b>26,020</b>
Cash balances	356	466
<b>Total market value at 30 June 2023</b>	<b>26,940</b>	<b>26,486</b>
<b>Historic cost at 30 June 2023</b>	<b>23,950</b>	<b>23,145</b>
<b>Portfolio distribution</b>		
UK fixed interest	6,240	5,112
UK equities	6,111	7,214
Overseas equities	11,137	9,688
Overseas fixed interest	1,482	1,687
Property funds	1,614	2,319
Cash funds	356	466
<b>Total investment portfolio</b>	<b>26,940</b>	<b>26,486</b>
<b>Restriction analysis</b>		
Endowment funds	5,449	5,568
Unrestricted funds	21,491	20,918
<b>Total</b>	<b>26,940</b>	<b>26,486</b>

## 14. STOCK

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

## 15. DEBTORS

	Group 2023	Group 2022	Charity 2023	Charity 2022
	£'000	£'000	£'000	£'000
Amounts due within one year:				
Trade debtors	1,981	2,184	1,377	918
Amounts due from WWF-UK (World Wide Fund For Nature) Trading Limited	-	-	2,366	2,416
Other debtors	1,075	1,389	779	1,370
Forward foreign currency contracts	8	305	8	305
Prepayments	1,059	708	983	701
Accrued income	951	705	801	608
<b>Total debtors</b>	<b>5,074</b>	<b>5,291</b>	<b>6,314</b>	<b>6,318</b>

## 16. CURRENT ASSET INVESTMENTS

	Group 2023	Group 2022	Charity 2023	Charity 2022
	£'000	£'000	£'000	£'000
Amounts due within one year:				
<b>Bank balances held on deposit</b>	<b>232</b>	<b>3,345</b>	<b>232</b>	<b>3,345</b>

## 17. CREDITORS

	Group 2023	Group 2022	Charity 2023	Charity 2022
	£'000	£'000	£'000	£'000
Amounts falling due within one year:				
Trade creditors	1,732	2,376	1,559	2,325
PAYE & National Insurance	667	598	667	598
Other creditors	153	345	133	336
Forward foreign currency contracts	108	-	108	-
Accruals	3,089	4,596	2,954	4,455
Deferred income (see note 17(a) below)	5,008	3,217	2,487	1,182
<b>Total creditors</b>	<b>10,757</b>	<b>11,132</b>	<b>7,908</b>	<b>8,896</b>

## 17(A) GROUP DEFERRED INCOME

	1 July 2022	Income received in current year	Released in current year	30 June 2023
	£'000	£'000	£'000	£'000
Corporate sponsorship	3,163	5,015	(4,124)	4,054
Corporate donations	-	479	-	479
Other	54	1,137	(716)	475
<b>Deferred income</b>	<b>3,217</b>	<b>6,631</b>	<b>(4,840)</b>	<b>5,008</b>

Deferred income relates to amounts received prior to entitlement.

## 18. FINANCIAL INSTRUMENTS

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

The charity has the following financial instruments:

	Group 2023	Group 2022	Charity 2023	Charity 2022
	£'000	£'000	£'000	£'000
<b>Financial assets measured at amortised cost:</b>				
Current asset investments	232	3,345	232	3,345
Cash at bank and in hand	22,221	27,606	18,568	24,703
Amounts owed by group undertakings	-	-	2,366	2,416
Other receivables	4,007	4,278	2,957	2,896
	<b>26,460</b>	<b>35,229</b>	<b>24,123</b>	<b>33,360</b>

	Group 2023	Group 2022	Charity 2023	Charity 2022
	£'000	£'000	£'000	£'000
<b>Financial liabilities measured at amortised cost:</b>				
Accruals	3,089	4,596	2,954	4,455
Other creditors	2,552	3,319	2,359	3,259
	<b>5,641</b>	<b>7,915</b>	<b>5,313</b>	<b>7,714</b>

	Group 2023	Group 2022	Charity 2023	Charity 2022
	£'000	£'000	£'000	£'000
<b>Financial assets measured at fair value</b>				
Fixed asset investments	26,940	26,486	26,940	26,486
Forward foreign currency contracts	8	305	8	305
	<b>26,948</b>	<b>26,791</b>	<b>26,948</b>	<b>26,791</b>

	Group 2023	Group 2022	Charity 2023	Charity 2022
	£'000	£'000	£'000	£'000
<b>Financial liabilities measured at fair value</b>				
Forward foreign currency contracts	108	-	108	-
	<b>108</b>	<b>-</b>	<b>108</b>	<b>-</b>

## 19. CASH FLOW HEDGES – FORWARD FOREIGN CURRENCY CONTRACTS

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

### Non-hedged – forward foreign currency contracts

There were no non-hedged – forward foreign currency contracts outstanding at the year end (2022: nil).

### Cash flow hedges – forward foreign currency contracts

	Notional value		Average contractual exchange rate		Fair value	
	2023	2022	2023	2022	2023	2022
	£'000	£'000	Rate	Rate	£'000	£'000
<b>Due within 1 year</b>						
Buy CHF, Sell GBP	5,552	4,550	1.0987	1.2307	(100)	305
<b>FV movement on cash flow hedges</b>	<b>2023</b>	<b>2022</b>				
	£'000	£'000				
Amounts reclassified to hedge reserve	(100)	305				
Amounts reclassified from hedge reserve	(305)	(222)				
	<b>(405)</b>	<b>83</b>				

WWF-UK has entered into forward foreign exchange contracts to hedge the exchange rate risk arising from commitments to make WWF network support payments expected to occur and to affect profit or loss within the next financial year.

Forward foreign currency contracts are valued using quoted forward exchange rates and yield curves derived from quoted interest rates matching maturities of the contracts. Hedge ineffectiveness recognised in the year was £11,000 (2022: £21,000).

## 20. SUBSIDIARY COMPANY

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

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

The aggregate assets of the subsidiary company were £5,221,394 (2022: £4,657,210) and the aggregate liabilities were £5,215,106 (2022: £4,650,922), resulting in shareholders' funds of £6,288 (2022: £6,288).

The taxable profits earned by the company are donated to WWF-UK and in the current year amounted to £2,460,297 (2022: £2,404,695).

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

<b>Profit and loss account</b>	<b>2023</b>	<b>2022</b>
	£'000	£'000
Catalogue and retail sales	665	950
Corporate sponsorship and licensing	6,278	5,474
<b>Turnover</b>	<b>6,943</b>	<b>6,424</b>
Cost of sales	(1,040)	(1,657)
<b>Gross profit</b>	<b>5,903</b>	<b>4,767</b>
Administrative expenses	(3,564)	(2,368)
<b>Operating profit</b>	<b>2,339</b>	<b>2,399</b>
Interest receivable	121	6
	<b>2,460</b>	<b>2,405</b>
<b>Gift Aid donation to WWF-UK</b>	<b>(2,460)</b>	<b>(2,405)</b>
<b>Retained profit for the year</b>	<b>-</b>	<b>-</b>
Profit & loss account brought forward	6	6
<b>Retained profit carried forward</b>	<b>6</b>	<b>6</b>



## 21. GROUP STATEMENT OF FUNDS

	At 1 July 2022	Income	Expenditure	Transfers between funds	Net gains/ (losses)	At 30 June 2023
	£'000	£'000	£'000	£'000	£'000	£'000
<b>Endowment funds</b>						
Kleinwort Endowment Fund	3,172	-	(27)	-	(41)	3,104
Willingdon Memorial Fund	2,396	-	(20)	-	(31)	2,345
<b>Total endowment funds</b>	<b>5,568</b>	<b>-</b>	<b>(47)</b>	<b>-</b>	<b>(72)</b>	<b>5,449</b>
<b>Restricted funds</b>						
<b>Project restricted funds</b>						
HSBC Asia Palm Oil	1,679	1,229	(2,501)	-	-	407
HSBC Global Partnership	2,651	2,688	(2,292)	-	-	3,047
Reckitt core partnership	392	1,528	(1,507)	-	-	413
Reckitt Botanica	206	2,069	(1,998)	-	-	277
Reckitt Finish	123	409	(247)	-	-	285
John Lewis UK Landscapes	-	1,893	(45)	-	-	1,848
Tesco sustainable food	-	1,856	(1,856)	-	-	-
Aviva sustainable finance	5,136	1,427	(2,595)	-	-	3,968
Quadrature climate foundation	47	1,400	(889)	-	-	558
Sequoia Climate Foundation	880	1,219	(1,604)	-	-	495
CIFF China Climate Communications	-	964	(839)	-	-	125
FCDO Pakistan WRAP	(1)	862	(861)	-	-	-
BEIS UK PACT*	41	789	(845)	-	-	(15)
FCDO Land for Life*	(7)	565	(566)	-	-	(8)
DFID forest governance, markets and climate*	9	451	(474)	-	-	(14)
Esmée Fairbairn UK Rewilding	-	365	-	-	-	365
AB InBev clean water	-	350	(350)	-	-	-
Patrick Degorce coral reef	186	327	(154)	-	-	359
Clean Cooling Collaborative – China*	-	291	(430)	-	-	(139)
Trillion Trees	566	210	(350)	-	-	426
Moondance Foundation Seagrass	469	127	(303)	-	-	293
Sodexo carbon performance and sustainable meals	198	86	(149)	-	-	135
Sky Ocean Rescue	2,155	64	(609)	-	-	1,610
Art for your world	496	1	(422)	-	-	75
Garfield Western Seagrass	701	-	(293)	-	-	408
Other project restricted, GAA and DFID	2,902	5,171	(4,867)	-	-	3,206

	At 1 July 2022	Income	Expenditure	Transfers between funds	Net gains/ (losses)	At 30 June 2023
	£'000	£'000	£'000	£'000	£'000	£'000
<b>Broadly restricted funds</b>						
Tigers*	585	2,317	(4,465)	-	-	(1,563)
Elephants	(431)	1,843	(842)	-	-	570
Snow leopards	136	1,681	(1,647)	-	-	170
Arctic	46	1,191	(1,142)	-	-	95
Amur leopards	211	833	(417)	-	-	627
Penguins	(210)	797	(336)	-	-	251
Primates (orangutans)	420	794	(1,162)	-	-	52
Mountain gorillas	(39)	734	(459)	-	-	236
Turtles	(41)	629	(161)	-	-	427
Pandas*	(129)	625	(740)	-	-	(244)
Endangered species	1,087	624	(1,550)	-	-	161
Jaguars	53	600	(592)	-	-	61
Rhinos	194	562	(597)	-	-	159
Sabah	192	171	(15)	-	-	348
East Africa	453	42	(80)	-	-	415
Guardians appeal	162	1	(154)	-	-	9
Other broadly restricted funds	1,890	1,424	(2,197)	-	-	1,117
Hosting costs (including staff costs)*	(27)	582	(564)	-	-	(9)
<b>Total project and broadly restricted funds</b>	<b>23,381</b>	<b>41,791</b>	<b>(44,166)</b>	<b>-</b>	<b>-</b>	<b>21,006</b>
<b>Living Planet Centre</b>						
Living Planet Centre Rufford	3,285	-	(174)	-	-	3,111
Living Planet Centre other	1,409	-	(79)	-	-	1,330
<b>Total Living Planet Centre funds</b>	<b>4,694</b>	<b>-</b>	<b>(253)</b>	<b>-</b>	<b>-</b>	<b>4,441</b>
<b>Total restricted funds</b>	<b>28,075</b>	<b>41,791</b>	<b>(44,419)</b>	<b>-</b>	<b>-</b>	<b>25,447</b>
<b>Unrestricted funds</b>						
<b>Designated reserves:</b>						
Living Planet Centre reserve	8,173	-	(444)	24	-	7,753
Fixed asset reserve	1,180	-	(696)	36	-	520
Capital expenditure reserve	933	-	-	-	-	933
Programmes reserve	2,244	3,000	(5,176)	-	-	68
Wild Isles	280	-	(280)	-	-	-
Investment reserve	3,138	-	-	86	-	3,224
<b>Designated reserves</b>	<b>15,948</b>	<b>3,000</b>	<b>(6,596)</b>	<b>146</b>	<b>-</b>	<b>12,498</b>
<b>Hedge reserve</b>	<b>305</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(405)</b>	<b>(100)</b>
<b>General reserve</b>	<b>16,827</b>	<b>49,245</b>	<b>(51,352)</b>	<b>(146)</b>	<b>(274)</b>	<b>14,300</b>
<b>Total unrestricted funds</b>	<b>33,080</b>	<b>52,245</b>	<b>(57,948)</b>	<b>-</b>	<b>(679)</b>	<b>26,698</b>
<b>Total funds</b>	<b>66,723</b>	<b>94,036</b>	<b>(102,414)</b>	<b>-</b>	<b>(751)</b>	<b>57,594</b>

\*There are negative balances on the restricted funds for BEIS UK PACT (£15,000), FCDO Land for Life (£8,000), DFID forest governance, markets and climate (£14,000), Clean Cooling Collaborative – China (£139,000), Tigers (£1,563,000), Pandas (£244,000) and hosting costs (£9,000). This is due to the fact that future income is anticipated which will exceed the amount of the deficit balance.

## PERMANENT ENDOWMENTS

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

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

## RESTRICTED FUNDS

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

1. Other project, GAA and FCDO restricted donations are where the donor has specified the project to be funded and neither income nor expenditure exceeds £300,000.
2. Other broadly restricted donations are where the donor has specified the restriction, but not the project to be funded, and neither income nor expenditure exceeds £300,000.
3. Donations restricted to the Living Planet Centre were used for the construction of the headquarters.

## DESIGNATED RESERVES

- The designated reserve in respect of the Living Planet Centre represents the unrestricted element of the net book value of the property. The transfer of £24,000 relates to additional VAT on prior years' capital expenditure.
- The fixed asset reserve represents resources invested in fixed assets other than the Living Planet Centre and which, as a result, are not available for other purposes. The transfer of £36,000 relates to capital investments net of disposals made during the year.
- The capital expenditure reserve represents resources allocated to cover future expenditure on major repairs and replacements for the Living Planet Centre building. This amount has been calculated on the basis of an independent professional assessment of likely future costs and is reviewed at regular intervals.
- The programmes reserve includes funds received from the players of People's Postcode Lottery (PPL) which had not been spent by the year end and which, while not restricted funds, the organisation has determined should be designated for specific programmes including East Africa Savannahs, the Amazon, Climate and our Education and Youth work. It is planned that the carried forward amount will be fully spent during FY24.
- The Wild Isles reserve represents funds designated for a television series venture with the BBC and the RSPB released in 2023. WWF-UK has underwritten the costs associated with a share of the activity. The reduction in the reserve represents expenditure incurred on the project, which has now been fully used.
- The investment reserve is to provide for foreseeable volatility in the value of the unrestricted fixed asset investments. This equates to 15% of the value of the portfolio excluding the endowments.

## HEDGE RESERVE

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

## CHARITY STATEMENT OF FINANCIAL ACTIVITIES

The total income of the charity in 2023 was £90.8m (2022: £87.3m) and total expenditure was £99.3m (2022: £88.4m).

## 22. ANALYSIS OF GROUP ASSETS AND LIABILITIES BETWEEN FUNDS

	Unrestricted funds	Restricted funds	Endowment funds	Total 2022	Total 2022
	£'000	£'000	£'000	£'000	£'000
Intangible fixed assets	157	-	-	157	675
Tangible fixed assets – Living Planet Centre	7,753	4,440	-	12,193	12,867
Tangible fixed assets – Other	363	-	-	363	505
Investments	21,491	-	5,449	26,940	26,486
<b>Total fixed assets</b>	29,764	4,440	5,449	39,653	40,533
Current assets	7,691	21,007	-	28,698	37,322
Current liabilities	(10,757)	-	-	(10,757)	(11,132)
<b>Net assets</b>	<b>26,698</b>	<b>25,447</b>	<b>5,449</b>	<b>57,594</b>	66,723

## 23. OPERATING LEASE COMMITMENTS

At the end of the year, WWF-UK was committed to making future minimum operating lease payments which fall due as follows:

	2023 Land and buildings	2023 Plant and machinery	2022 Land and buildings	2022 Plant and machinery
	£'000	£'000	£'000	£'000
Payments due:				
within one year	213	9	318	-
within two to five years	132	19	345	-
Total	345	28	663	-

## 24. LEGACY NOTIFICATIONS

By the end of the financial year, WWF-UK had been advised of a number of legacies which indicated the charity as a beneficiary. These have not been included in the statement of financial activities as the charity's final entitlement has not yet been established by the executors. The initial indicated values for these legacies are estimated to be £16.1 million (2022: £15.6 million).

## 25. GIFTS IN KIND

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

	2023	2022
	£'000	£'000
<b>Campaigning costs:</b>		
Donation of internet search terms and social media advertising	368	133
Advertising	156	-
<b>Charitable activity costs:</b>		
Consultancy	-	10
<b>Support costs:</b>		
Pro-bono legal services	181	24
IT consultancy	12	-
<b>Total gifts in kind received</b>	<b>717</b>	167

## 26. OUTSTANDING GRANT AWARDS

WWF-UK aims to continue to provide funding to a number of programmes and projects subject to the delivery of obligations contained in the grant awards. The amount of grants outstanding at the end of the year that did not meet the definition of an accounting accrual is detailed below. Payment of the grants is contingent on the outcome of reviews of the programmes and therefore the liability has not been recognised at the year end. The commitments will be funded through general funds or restricted funding from individual and institutional donors. The funding of these commitments falls due as detailed below.

	2023 £'000	2022 £'000
<b>Due within:</b>		
1 year	33,742	28,836
2 years	8,469	21,662
3 years	2,344	4,680
4 years	182	1,182
5 years	15	-
	<b>44,752</b>	<b>56,360</b>

## 27. CONTINGENT LIABILITIES

In accordance with normal business practice, WWF-UK has provided indemnities to the executors of certain estates. These indemnities provide legal recourse to the recovery of any overpayments up to the total value of receipts by WWF. The maximum possible liability arising from indemnities outstanding at the balance sheet date was £1,803,918 (2022: £1,537,973) with the maximum indemnity period being 12 years.

## 28. RELATED PARTY TRANSACTIONS

3rd party organisation	WWF-UK officer	Position in 3rd party organisation	Transaction type	2023 £'000	2022 £'000
WWF International	Dave Lewis, chair of WWF-UK	Ex-trustee	Income	465	474
			Grant expenditure	7,402	6,881
	Stephen Hay, trustee of WWF-UK	Audit committee member	Other expenditure	108	264
			Debtor outstanding	57	56
			Creditor outstanding	27	15
University of Oxford	Professor Eleanor Milner-Gulland, trustee of WWF-UK	Professor	Grant expenditure	-	55
			Other expenditure	5	15
	Dr Jessica Omukuti, trustee of WWF-UK	Professor	Creditor outstanding	-	3
Quadrature Climate Foundation	Baroness Bryony Katherine Worthington, trustee of WWF-UK	Ex co-director	Income	-	1,400
Aviva	Dr Steve Waygood, trustee of WWF-UK	Chief responsible investment officer	Income	589	5,704
			Debtor outstanding	259	-
The Climate Movement	Katie White, executive director of advocacy and campaigns	Director	Other expenditure	80	65
			Kate Norgrove, executive director of advocacy and campaigns	Director	Creditor outstanding
Global Canopy	Justin Mundy, trustee of WWF-UK	Director	Other expenditure	5	-
			Creditor outstanding	5	-
WaterAid International	Andrew Green, trustee of WWF-UK	Director	Income	6	10
Lancaster University	Professor Jos Barlow, trustee of WWF-UK	Professor	Grant expenditure	-	15
The Labour Party	Katie White, executive director of advocacy and campaigns	Applying to be Labour Party candidate	Other expenditure	-	14
Synchronicity Earth	Professor Eleanor Milner-Gulland, trustee of WWF-UK	Adviser	Grant expenditure	-	7

Trustees and other related parties, including key management personnel, made donations to WWF-UK during the year totalling £91,086 (2022: £37,141).

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

	2023 £'000	2022 £'000
<b>Intercompany balances</b>		
Amounts due from WWF-UK (World Wide Fund for Nature) Trading Limited	2,366	2,416
<b>Transactions with WWF-UK (World Wide Fund for Nature) Trading Limited</b>		
WWF-UK income received by the subsidiary	89	25
Subsidiary income received by WWF-UK	2,278	2,009
Payments made by WWF-UK on behalf of subsidiary	1,808	1,565
WWF-UK expenditure recharged to subsidiary	3,184	2,429
Subsidiary VAT paid by WWF-UK	744	694
Gift Aid donation from subsidiary to WWF-UK	2,460	2,405
Loan from subsidiary to WWF-UK	3,000	1,500
Loan interest charged by subsidiary to WWF-UK	121	6
WWF-UK repayment of loan from subsidiary	3,121	1,506

## 29. TAXATION

WWF-UK is a registered charity and as such is potentially exempt from taxation of its income and gains to the extent that they fall within the exemptions available to charities under the Taxes Act and are applied to its charitable objectives. WWF-UK (World Wide Fund For Nature) Trading Limited is subject to Corporation Tax but it remits by Gift Aid any taxable profit to WWF-UK.

## 30. COMMITMENTS

At the year end, WWF-UK had no capital commitments.

## 31. GUARANTEE

WWF-UK is a company limited by guarantee and each trustee has agreed to contribute up to £10 towards the assets of the company in the event of it being wound up.

### 32. PRIOR YEAR CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES

		Unrestricted funds	Restricted and endowment funds	Total 2022
	Notes	£'000	£'000	£'000
<b>Income and endowments from:</b>				
<b>Donations and legacies</b>				
Membership and donations from individuals		28,113	15,759	43,872
Corporate donations		1,495	9,628	11,123
Charitable trusts		4,216	4,424	8,640
Legacies		13,539	1,813	15,352
Gifts in kind	25	167	-	167
		47,530	31,624	79,154
<b>Charitable activities</b>				
Aid agencies and government grants	4	-	1,795	1,795
Corporate income		-	271	271
Income from non-governmental organisations		250	2,135	2,385
		250	4,201	4,451
<b>Other trading activities</b>				
Corporate income		613	4,848	5,461
Lottery promotions		348	-	348
Other trading income		859	95	954
		1,820	4,943	6,763
<b>Investment income</b>	3	667	2	669
<b>Total income</b>		<b>50,267</b>	<b>40,770</b>	<b>91,037</b>
<b>Expenditure on:</b>				
<b>Raising funds</b>				
Costs of raising voluntary income		16,813	5,805	22,618
Investment management fees		175	47	222
<b>Total expenditure on raising funds</b>	6	<b>16,988</b>	<b>5,852</b>	<b>22,840</b>
<b>Reorganisation costs</b>	6	<b>157</b>	<b>-</b>	<b>157</b>
<b>Total expenditure on raising funds and reorganisation costs</b>	6	<b>17,145</b>	<b>5,852</b>	<b>22,997</b>
<b>Net income available for charitable activities</b>		<b>33,122</b>	<b>34,918</b>	<b>68,040</b>
<b>Charitable activities</b>				
Charitable activities	5,6	39,437	29,696	69,133
Gifts in kind	25	10	-	10
<b>Total expenditure on charitable activities</b>		<b>39,447</b>	<b>29,696</b>	<b>69,143</b>
<b>Total expenditure</b>		<b>56,592</b>	<b>35,548</b>	<b>92,140</b>
<b>Net (expenditure)/income before losses on investments</b>		<b>(6,325)</b>	<b>5,222</b>	<b>(1,103)</b>
Net loss on investments		(869)	(234)	(1,103)
<b>Net (expenditure)/income</b>		<b>(7,194)</b>	<b>4,988</b>	<b>(2,206)</b>
Fair value movements on cash flow hedges		83	-	83
<b>Net movement in funds</b>		<b>(7,111)</b>	<b>4,988</b>	<b>(2,123)</b>
Total funds brought forward	33	40,191	28,655	68,846
<b>Total funds carried forward</b>	33	<b>33,080</b>	<b>33,643</b>	<b>66,723</b>

### 33. PRIOR YEAR GROUP STATEMENT OF FUNDS

	At 1 July 2021	Income	Expenditure	Transfers between funds	Net gains/(losses)	At 30 June 2022
	£'000	£'000	£'000	£'000	£'000	£'000
<b>Endowment funds</b>						
Kleinwort Endowment Fund	3,333	-	(27)	-	(133)	3,173
Willingdon Memorial Fund	2,516	-	(20)	-	(101)	2,395
<b>Total endowment funds</b>	<b>5,849</b>	<b>-</b>	<b>(47)</b>	<b>-</b>	<b>(234)</b>	<b>5,568</b>
<b>Restricted funds</b>						
<b>Project restricted funds</b>						
HSBC Asia Palm Oil	2,032	1,095	(1,448)	-	-	1,679
HSBC Global Partnership	2,206	2,261	(1,816)	-	-	2,651
Quadrature climate foundation	325	1,400	(1,678)	-	-	47
Garfield Western Seagrass	896	-	(195)	-	-	701
Reckitt Botanica	315	1,615	(1,724)	-	-	206
Reckitt core partnership	320	1,187	(1,115)	-	-	392
Aviva sustainable finance	515	5,203	(582)	-	-	5,136
Sky Ocean Rescue	3,474	117	(1,436)	-	-	2,155
DFID forest governance, markets and climate	38	638	(667)	-	-	9
Tesco sustainable food	-	1,609	(1,609)	-	-	-
Sodexo carbon performance and sustainable meals	99	255	(156)	-	-	198
Patrick Degorce coral reef	152	490	(456)	-	-	186
AB InBev clean water	-	424	(424)	-	-	-
Trillion Trees	570	604	(608)	-	-	566
Moondance Foundation Seagrass	158	385	(74)	-	-	469
EET Sustainable futures	-	320	(293)	-	-	27
Art for your world	(7)	788	(285)	-	-	496
Sequoia Climate Foundation	-	1,156	(276)	-	-	880
FCDO Pakistan WRAP*	-	448	(449)	-	-	(1)
Other project restricted, GAA and DFID	2,693	3,850	(3,511)	-	-	3,032
<b>Broadly restricted funds</b>						
Amazon emergency appeal	465	98	(464)	-	-	99
Arctic	(32)	902	(824)	-	-	46
Climate change	123	452	(564)	-	-	11
Tigers	259	2,670	(2,344)	-	-	585
Snow leopards	24	1,695	(1,583)	-	-	136
Elephants*	187	1,936	(2,554)	-	-	(431)
Amur leopards	108	888	(785)	-	-	211
Primates (orangutans)	192	952	(724)	-	-	420
Jaguars	2	625	(574)	-	-	53
Rhinos	77	598	(481)	-	-	194
Penguins*	12	673	(895)	-	-	(210)
Pandas*	63	643	(835)	-	-	(129)
Mountain gorillas*	(18)	519	(540)	-	-	(39)
Turtles*	46	424	(511)	-	-	(41)
East Africa	212	240	1	-	-	453



	At 1 July 2021	Income	Expenditure	Transfers between funds	Net gains/ (losses)	At 30 June 2022
	£'000	£'000	£'000	£'000	£'000	£'000
<b>Broadly restricted funds</b>						
Endangered species	810	923	(646)	-	-	1,087
Guardians appeal	464	161	(463)	-	-	162
Other broadly restricted funds	1,080	1,940	(1,048)	-	-	1,972
Hosting costs (including staff costs)*	(1)	586	(612)	-	-	(27)
<b>Total project and broadly restricted funds</b>	<b>17,859</b>	<b>40,770</b>	<b>(35,248)</b>	<b>-</b>	<b>-</b>	<b>23,381</b>
<b>Living Planet Centre</b>						
Living Planet Centre Rufford	3,459	-	(174)	-	-	3,285
Living Planet Centre other	1,488	-	(79)	-	-	1,409
<b>Total Living Planet Centre funds</b>	<b>4,947</b>	<b>-</b>	<b>(253)</b>	<b>-</b>	<b>-</b>	<b>4,694</b>
<b>Total restricted funds</b>	<b>22,806</b>	<b>40,770</b>	<b>(35,501)</b>	<b>-</b>	<b>-</b>	<b>28,075</b>
<b>Unrestricted funds</b>						
<b>Designated reserves:</b>						
Living Planet Centre reserve	8,596	-	(443)	20	-	8,173
Fixed asset reserve	1,717	-	(925)	388	-	1,180
Capital expenditure reserve	933	-	-	-	-	933
Programmes reserve	2,253	4,015	(2,719)	(1,305)	-	2,244
Wild Isles	490	-	(210)	-	-	280
Investment reserve	3,167	-	-	(29)	-	3,138
<b>Designated reserves</b>	<b>17,156</b>	<b>4,015</b>	<b>(4,297)</b>	<b>(926)</b>	<b>-</b>	<b>15,948</b>
<b>Hedge reserve</b>	<b>222</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>83</b>	<b>305</b>
<b>General reserve</b>	<b>22,813</b>	<b>46,252</b>	<b>(52,295)</b>	<b>926</b>	<b>(869)</b>	<b>16,827</b>
<b>Total unrestricted funds</b>	<b>40,191</b>	<b>50,267</b>	<b>(56,592)</b>	<b>-</b>	<b>(786)</b>	<b>33,080</b>
<b>Total funds</b>	<b>68,846</b>	<b>91,037</b>	<b>(92,140)</b>	<b>-</b>	<b>(1,020)</b>	<b>66,723</b>

\*There are negative balances on the restricted funds for FCDO Pakistan WRAP (£1,000), Elephants (£431,000), Penguins (£210,000), Pandas (£129,000), Mountain gorillas (£39,000), Turtles (£41,000) and hosting costs (£27,000). This is due to the fact that future income is anticipated which will exceed the amount of the deficit balance.

### 34. PRIOR YEAR ANALYSIS OF GROUP ASSETS AND LIABILITIES BETWEEN FUNDS

	Unrestricted funds	Restricted funds	Endowment funds	Total 2022
	£'000	£'000	£'000	£'000
Intangible fixed assets	675	-	-	675
Tangible fixed assets – Living Planet Centre	8,173	4,694	-	12,867
Tangible fixed assets – Other	505	-	-	505
Investments	20,918	-	5,568	26,486
<b>Total fixed assets</b>	<b>30,271</b>	<b>4,694</b>	<b>5,568</b>	<b>40,533</b>
Current assets	13,941	23,381	-	37,322
Current liabilities	(11,132)	-	-	(11,132)
<b>Net assets</b>	<b>33,080</b>	<b>28,075</b>	<b>5,568</b>	<b>66,723</b>

## ADOPTING A HIGH SEAS TREATY

A landmark UN high seas treaty was agreed and adopted this year, following decades of advocacy and scientific input from us. It's a new, legally binding international agreement on the conservation and sustainable use of biodiversity in areas further than 200 nautical miles from nations' coasts. It covers almost two thirds of the surface of the ocean, or 42% of the entire planet. A key outcome we have long called for and supported is a universally recognised mechanism to establish marine protected areas in the high seas for the first time. This is a vital step in the UN's target to protect at least 30% of the world's oceans by 2030.



# WWF-UK CORPORATE DIRECTORY

The information shown below is that pertaining between 1 July 2022 and 19 October 2023, the date of signing the accounts.

**President: HRH the former Prince of Wales**

## TRUSTEES

Sir Dave Lewis (Chair)	N
Catherine Dugmore (retired Jan 2023)	A, F, N, Inv
Andrew Green CBE	F
Professor Eleanor Milner-Gulland DBE	I
Steve Morris	N
Justin Mundy OBE	I
Stephen Hay	A, F
Professor Jules Pretty OBE (retired Oct 2022)	I
Baroness Bryony Worthington	I, N
Dorcas Gwata	I
Dr Steve Waygood	F
Kirsty Brimelow KC	A
Professor Jos Barlow (appointed Oct 2022)	I
David Barnes (appointed Oct 2022) (Treasurer)	F, Inv, A
Dr Jessica Omukuti (appointed Oct 2022)	F, I
Dr Rhian-Mari Thomas OBE (appointed Oct 2022)	Inv

## COMMITTEES

N
A, F, N, Inv
F
I
N
I
A, F
I
I, N
I
F
A
I
F, Inv, A
F, I
Inv

## THE FOLLOWING, WHO ARE NOT TRUSTEES, HOLD HONORARY POSITIONS

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

## INDEPENDENT MEMBERS AND EXTERNAL ADVISERS

## COMMITTEES

Professor Isabelle Durance	I
Professor Neil Burgess	I
Emily Robinson	I
Dr Henry Travers	I
Osama Bhutta	I
Dr Dilys Roe	I
Oliver Riley-Smith (appointed Mar 2023)	I
Paul Harrison	I
Professor David Viner	I
Laura Hobbs	Inv

## COMMITTEES

(A) Audit Committee	Stephen Hay
(F) Finance and Business Committee	Catherine Dugmore (until Jan 2023) David Barnes (from Jan 2023)
(N) Nominations and Remuneration Committee	Sir Dave Lewis
(I) Impact Goals Committee (formerly Programme Committee)	Professor Eleanor Milner-Gulland
(Inv) Investment Sub-Committee	Catherine Dugmore (until Jan 2023) Dr Rhian-Mari Thomas (from Jan 2023)

## CHAIR

Stephen Hay
Catherine Dugmore (until Jan 2023) David Barnes (from Jan 2023)
Sir Dave Lewis
Professor Eleanor Milner-Gulland
Catherine Dugmore (until Jan 2023) Dr Rhian-Mari Thomas (from Jan 2023)

## THE EXECUTIVE GROUP/PRINCIPAL OFFICERS

Chief executive	Tanya Steele CBE
Executive director of operations and strategy	Catherine McDonald
Executive director of people and culture	Jane Drysdale
Executive director of supporter income and engagement	Michael Dent
Executive director of science and conservation	Mike Barrett
Executive directors of advocacy and campaigns	Katie White and Kate Norgrove
Executive director of communications	Lisa Lee

## COMPANY SECRETARY

Zoë Ballantyne

## PRINCIPAL AND REGISTERED OFFICE

The Living Planet Centre  
Rufford House  
Brewery Road  
Woking  
GU21 4LL

## PRINCIPAL PROFESSIONAL ADVISERS

<b>Bankers</b>	Lloyds Bank plc 2 City Place Beehive Ring Road Gatwick West Sussex RH6 0PA
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<b>Auditor</b>	Crowe U.K. LLP 55 Ludgate Hill London EC4M 7JW
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<b>Legal advisers</b>	Bates Wells 10 Queen Street Place London EC4R 1BE  Veale Wasbrough Vizards LLP Narrow Quay House Narrow Quay Bristol BS1 4QA
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WWF-UK would also like to thank all those law firms and Counsel who have provided pro bono advice during the period.

<b>Investment managers</b>	Newton Investment Management Ltd 160 Queen Victoria Street London EC4V 4LA
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