



**WWF-US** 2016 ANNUAL REPORT

**Everything is connected. From the Arctic to the Amazon, our choices and actions—for good or ill—affect us all.**

# The Language of Conservation

At times, it seems the environmental movement reduces itself to numbers and prices and markets and other measures of success, or the lack thereof. I know the saying goes that if we can't measure something, we won't be able to save it. And while numbers can certainly be inspirational, I'd argue that the truth is more nuanced than that.

Make no mistake: I am absolutely devoted to delivering results that last, at a scale commensurate with the challenges we are facing. But I also love the words and imagery that motivate so many of us who have made conservation our life's work—from Muir to Matthiessen, from Carson and Stegner to Bierstadt, Cousteau, and Ansel Adams. Because the sublime beauty and genius of creation, or evolution, exceeds our grasp, inspires and humbles us, and reminds us that we cannot afford to lead our lives in a way that ravages the planet and drives other species to extinction.

Side by side with the poetry of our work and the beauty of the planet we seek to save, our work is existential; we all want to leave something behind after we're gone. But it is important to be honest with ourselves about the real difference we're making for the planet. Are we changing the trends that are leading to the planet's destruction? Are we building movements that lead to people consuming less,

producing more, voting differently, in a way that positively impacts the planet we all share?

Those results often—but not always—can be measured by numbers. And, as I've said, numbers can be inspirational. Whether that's acres protected, or parts per million of CO<sub>2</sub> in the air, or the increased population of fish in the ocean, or the number of tigers that still remain in the wild. And we sometimes get far away from that kind of specificity in the language we use to talk about our work. But if we are to honor the trust that our donors and investors put in us, and make a real difference with the gift of their hard-won money, we must hold ourselves accountable in this regard.

Conservation does not yield results within anything resembling a predictable time frame. But there are those moments when things come together at a scale that matters. On those occasions, you can mark the date and you can measure the impact in a way that is unequivocal. Luckily, the world has seen many such events.

For example, the set-aside in 1872 of 2,219,776 acres in Montana, Wyoming, and Idaho as Yellowstone National Park—the world's first national park. That audacious act not only preserved a landscape that lives large in the hearts and minds of Americans; it also created a movement that

*Nothing is rich but the inexhaustible  
wealth of nature. She shows us  
only surfaces, but she is a million  
fathoms deep.*

— Ralph Waldo Emerson



**President & Chief Executive Officer**  
**Carter Roberts**



quickly became global. Now there are nearly 7,000 national parks in more than 100 countries around the world.

It's also hard to argue with the scale of the Wilderness Act, passed in 1964. The legislation created a way to designate "wilderness areas," which are still the nation's highest form of land protection. The act also created the National Wilderness Preservation System as a means of managing these pristine wildlands, and placed an inaugural 9.1 million acres into its care. Today the wilderness system protects nearly 110 million acres across the country.

It was these measurable conservation successes that helped make the following numbers possible: Protected areas now cover more than 15.4% of the world's land area and 3.4% of the global ocean area. Every country in the world has some form of protected area system. And these protected areas—categorized as national parks, wilderness areas, strict nature reserves and more—are the gifts that keep on giving. They store 15% of the global terrestrial carbon stock, help reduce deforestation and habitat and species loss, and support the livelihoods of over 1 billion people.

But in order to ensure these lands are permanently protected, we need more than just a listing on a piece of paper. That's why WWF and our partners use a funding approach called Project Finance for Permanence (PFP)

that is all about the numbers. The PFP method takes a meticulous scientific, financial, and quantifiable approach to securing permanent and full funding for protected areas, or networks of protected areas, and ensuring their long-term financial stability.

WWF first used the PFP approach in Brazil, where we joined public and private entities to raise \$215 million to create, consolidate, and maintain the country's 150 million-acre network of 114 protected areas. The network, called the Amazon Region Protected Areas program, is almost three times larger than all US national parks combined and represents 15% of the Brazilian Amazon.

Now WWF is testing the PFP approach in a number of the world's most important conservation areas, with an initial focus on large-scale areas, most of which are dominated by forests. Our current PFP work includes projects in Peru, Bhutan, and Colombia. Taken together, the PFP work in Peru, Colombia, and Brazil could protect 15% of the entire Amazon biome. We're exploring how to translate that approach—and our work quantifying the natural and economic value of ecosystems—in the Arctic as well.

And there are also important numbers like this: Nearly a quarter of global greenhouse gas emissions are the result of agriculture. But people have to eat. So what's the answer? WWF believes our commodity certification

programs go a long way in creating a solution that works for the environment, for communities, and for businesses.

Seventeen percent of global palm oil is certified by the Roundtable on Sustainable Palm Oil. Close to 10% of the annual global harvest of wild-capture fisheries is certified by the Marine Stewardship Council. And more than 400 million acres—or approximately 10% of the world's working forests—meet Forest Stewardship Council standards. WWF helped create all three of these certification programs and plays a key role in supporting them to this day.

These measures matter, and they represent the best work that we do.

There are other measures that delve more deeply into the profound connection between people and nature—none more so than the 17 Sustainable Development Goals (SDGs) which all 193 UN member states formally agreed to support last fall. The SDGs are particularly significant because, for the first time, the UN's global development goals link the health of people to a thriving environment. And later that fall, at the Paris climate talks, many of the same nations that endorsed the SDGs also committed to hold global warming to well below 2°C above preindustrial levels and to pursue strategies to reach only a 1.5°C increase.

These global commitments are far from perfect. But their success is fundamental to the future of humanity and the world, and so WWF has embraced them as the major frame for our work. Because our conviction is that it's not only about WWF and our own goals, as important as they are and as strongly as we believe in them: A safe and sustainable future is about how we help the world reach the bold goals it has set for itself.

Earlier this year, I received an email from a friend who asked, “How do you drive an organization focused on impacts, results, and increased performance if you don't organize your flagship reporting and communications around those impacts and results?”

The first answer is that we select goals that are important to our organization and to the world at large. The second is that we connect those goals to the biggest initiatives we undertake—so we know we are pursuing initiatives at a scale that matters and that also allows us to hold ourselves accountable to progress and performance in communities around the world. Doing so requires us to construct our initiatives so we can measure their social and ecological impacts, in the same way that businesses measure market share or hospitals measure improvements in human health.

And with our chief scientist Rebecca Shaw and others throughout WWF, we are developing a protocol that



**3,890**  
approximate number  
of tigers in the wild,  
up from 3,200 in 2010



compels us to measure our contribution to these targets embraced by the world. We are choosing projects and priorities more shrewdly, and increasingly taking stock of our progress using meaningful indicators. And on the basis of that information, we are committed to remaining nimble, so we can course-correct as needed if we find ourselves offtrack.

The truth is, there are many things we cherish that cannot be measured. But we know the world safeguards those things that it values, and invests in those things that convincingly make a difference. At WWF, we are working stubbornly toward a time when our shared responsibility to nature is crystal clear, and our collective stewardship of the planet exceeds the burden we place upon it. And as always, we are holding ourselves strictly accountable—not only to nature, but also to you.

**The Paris Agreement** After weeks of negotiations at the UN Framework Convention on Climate Change in Paris, 196 nations signed on to a historic plan to curb climate change and limit global temperature increases to 2°C above preindustrial levels, and aim for only 1.5°C. China and the US, the two largest emitters of carbon pollution in the world, made significant pledges: China will peak its carbon emissions by 2030, and the US will cut greenhouse gases by 26%–28% by 2025. Both nations

also formally agreed to the deal struck in Paris, building momentum for the agreement's early entry into force on October 4, 2016.

**Food for the Future** We have long known that we cannot succeed in our mission unless we solve the interconnected threats of climate change and unsustainable food production. So it was a true tipping point when the Gordon and Betty Moore Foundation announced more than \$90 million in grants designed to decouple food production from negative environmental impacts. The Moore Foundation allocated \$19.1 million over two years to WWF's work on the new Conservation and Financial Markets Initiative and the Collaboration for Forests and Agriculture, and has also formed a seafood collaboration that will include WWF.

**Illegal Fishing** Up to one-third of wild-caught seafood imported by the US may be illegal—and globally, 85% of fish stocks are at risk from illegal fishing. WWF presented a petition to the Obama administration signed by more than 200,000 US citizens urging action to end illegal fishing for all species of fish worldwide, and helping to elevate the profile of this important environmental and economic issue.

**The Renewable Energy Buyers Alliance** WWF is one of four nonprofit partners behind REBA, a consortium that works to grow—and help satisfy—corporate demand for

renewable energy. So far the power of REBA has resulted in corporate contracts that will produce over six gigawatts (GWs) of new renewable energy in the US. We are well-positioned to meet our goal of 25 GWs of corporate renewable energy deployment by 2020, and to expand REBA internationally.

**Tigers** WWF and the Global Tiger Forum announced that, after six years of concentrated and collective effort, the estimated number of wild tigers has increased for the first time in more than 100 years. Approximately 3,890 tigers now exist in the wild, an increase on the 2010 estimate of as few as 3,200. The improved numbers are attributed to rising tiger populations in India, Russia, Nepal, and Bhutan; enhanced protection in many tiger range countries; and improved means of tracking and counting tigers in the wild.

**Sustainable Development Goals** For the first time, the UN Sustainable Development Goals recognized the link between freshwater and its role in improving human health. For more than a year, WWF pushed to secure a dedicated and comprehensive goal that included clean water and sanitation. Securing this language in the SDGs opens the door for a deeper engagement between WWF and the development community and overtly links the well-being of people to the ecological health of rivers where they live.

**Apple** In April, WWF collaborated with Apple on Apps for Earth, a 10-day global cause-marketing and awareness-building campaign connected to Earth Day that involved the developers of 27 apps—including some of the most popular in the world. The campaign was wildly successful: It resulted in more than 3 billion potential impressions on Twitter alone, and our WWF Together app, which is available on both tablet and mobile phone, was downloaded by nearly 400,000 new viewers.

So as this year comes to a close, I ask you to think about not only what we love, but also what we can measure. How many acres are protected? How much has the world's temperature risen? How many tigers can we find in the wild? How much of the ocean remains healthy and intact? Are we reducing levels of poverty and hunger?

Because the world has come together and set us on a path that, if followed with conviction and determination, could make the difference between outcomes that will inspire us and consequences that will break our hearts.



**Carter Roberts**  
President and CEO





FY16

# Highlights

2015



## New driftnet ban to benefit Russian sea life

**July 1** | Russian President Vladimir Putin signed into law a bill banning large-scale driftnet fishing—a destructive practice used mostly by domestic and Japanese fishers. Set to catch sockeye salmon, driftnets have killed huge numbers of seabirds, whales, porpoises, and seals. The ban, long called for by WWF, went into effect on January 1, 2016.



## WWF and partners receive license to save Thirty Hills

**August 12** | WWF-Indonesia, working with the Frankfurt Zoological Society and The Orangutan Project, received a final license from the Indonesian government to manage and protect roughly 100,000 acres of tropical forest adjacent to Sumatra's Bukit Tigapuluh National Park—for at least 60 years. The forest is home to critically endangered tigers, elephants, and orangutans.



## WWF and DRC agree to comanage forest park

**August 27** | The vast forests of the Democratic Republic of the Congo's Salonga National Park support hundreds of communities and wildlife ranging from bonobos to forest elephants and pangolins. With a network of supporters, WWF will comanage the park with the Congolese Institute for Nature Conservation to address illegal logging and biodiversity loss, and support local livelihoods.



## Arctic nations collaborate on climate change

**August 31** | President Obama and foreign secretaries of 20 nations, including all Arctic nations, met in Alaska and pledged to boost action on climate change. The leaders called for new investment to reduce global greenhouse gas emissions and bring renewable energy to the region, helping communities save money while promoting sustainable economic growth.



## Tribes rally to restore bison herds

**September 20–24** | The Fort Peck Indian Reservation in northeast Montana hosted a WWF-supported, locally led summit to educate youth about the economic, social, and health benefits of restoring bison to tribal lands. Results of a related survey revealed overwhelming support for expanding bison pastures and restoring a cultural connection to the herds.



## World adopts sustainable development goals

**September 25** | When 193 member states of the United Nations unanimously approved a new 15-year sustainable development plan, they centered it around goals to eliminate poverty, promote prosperity, and protect the environment. WWF has worked for years to ensure the plan includes the environmental elements that give it the best chance for success.



### Obama cancels Arctic oil leases

**October 16** | The Obama administration announced the cancellation of two potential Arctic offshore oil lease sales in the Chukchi and Beaufort seas that were threatening the region's future. WWF has been a consistent advocate for the protection of these wild and productive ecosystems, on which many communities depend.



### IKEA commits to sustainable cotton use

**October 30** | IKEA announced it had become the first major retailer to use 100% cotton from more sustainable sources. Ten years ago, WWF and several companies created the Better Cotton Initiative to advance sustainable cotton production and secure profits while greatly reducing environmental impacts.



### Russia creates new national park

**November 3** | The Russian government signed a decree on the creation of Bikin National Park in an area referred to as the "Russian Amazon." Under the agreement, nearly 2.9 million acres of forests in the Bikin River Basin in Primorsky province will now be protected. The newly created park is home to the Amur tiger and the indigenous Udege people.



### WWF leads the charge on food security

**November 9–10** | WWF hosted a simulation and role-playing exercise to build understanding of how governments, institutions, and companies might interact during a future crisis in the global food system. A group of 65 private- and public-sector leaders from more than a dozen countries participated in the *Food Chain Reaction* game.



### Tech groups team up to close information gaps

**November 18** | WWF joined United for Wildlife, Google.org, and ARM in announcing the launch of WILDLABS.NET, a new digital portal designed to connect conservationists, technologists, engineers, data scientists, and entrepreneurs in finding, sharing, and creating technology-based solutions to evolving conservation challenges.



### World unites with Paris climate deal

**December 12** | After weeks of negotiations that followed years of preparatory work, 196 nations finalized a global agreement to curb climate change in the years to come. The final text of the Paris Agreement, which delivers on many of WWF's key priorities, calls on those nations to continuously strengthen their climate actions over time.



### Hong Kong signals to end domestic ivory trade

**January 13** | The government of Hong Kong announced that it is actively exploring phasing out the domestic ivory trade, as well as strengthening efforts to tackle the illegal trade of ivory. The announcement came on the heels of WWF-Hong Kong submitting a petition signed by tens of thousands of people in Hong Kong.



### Royal Caribbean and WWF partner for oceans

**January 25** | WWF and Royal Caribbean Cruises Ltd. formalized a five-year partnership designed to help ensure the long-term health of the oceans. The partnership sets measurable and achievable targets for emissions reductions, sustainable food, and destination stewardship, and will raise awareness among more than 5 million onboard guests.



### Monarch action squad takes flight

**February 27** | A 2015 survey of monarch wintering habitat in Mexico identified monarch populations that, while up from recent years, are still far below historic numbers. In addition to ongoing work with the governments of Mexico, Canada, and the US, WWF also launched a dedicated team of monarch advocates this year. By June 2016, more than 220,000 people had joined.

2016



### Effort to curb aviation emissions expands

**March 21** | WWF and an international coalition took aim at reducing greenhouse gas emissions in the airline industry. Since international aviation emissions were not directly addressed in the Paris climate agreement, this effort focused on influencing the UN body charged with regulating aviation emissions, and securing a meaningful new agreement in 2016.



### Governments commit to turn away illegal fishing

**March 30** | Gambia signed the UN Agreement on Port States Measures to Prevent, Deter and Eliminate Illegal, Unreported and Unregulated Fishing. Reaching the 25-nation threshold allowed the agreement to enter into force on June 5, and now participating countries can more quickly and easily recognize illegal fish, turn away illegal products, and keep more fish in the sea.



### US tightens regulations on captive tigers

**April 5** | The US Fish and Wildlife Service finalized a rule that closes a regulatory loophole and will make it more difficult for captive-bred tigers to filter into—and stimulate—the illegal wildlife trade that threatens wild tigers in Asia. More than 450,000 WWF supporters called on the US government to help make this happen.

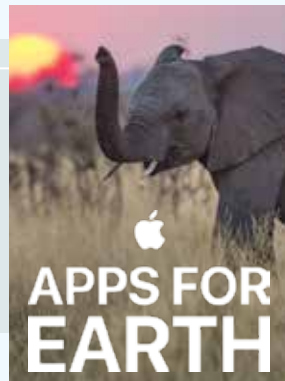


2016



### New tiger numbers signal key population gains

**April 10** | Tiger range countries and WWF announced that the estimated total number of wild tigers has increased for the first time in 100 years—3,890 now as compared to 3,200 in 2010. While many tiger populations are still in decline, the increase can be attributed to improved survey methods and stronger protection efforts in some countries.



### WWF and Apple team up on Apps for Earth

**April 22** | After a 10-day collaboration with Apple on a global cause-marketing and awareness-building campaign connected to Earth Day, WWF received more than \$8 million for our conservation work—100% of the proceeds from purchases in 27 participating apps, including many that featured new content highlighting our conservation focus areas.



### Australia bans dumping in Great Barrier Reef

**May 17** | In a landmark victory for the Great Barrier Reef, the Australian government signed a bill to ban dredge dumping in the World Heritage Site's waters, closing for good a legal loophole that could have allowed massive amounts of seabed to be dug up and dumped into this fragile ecosystem. More than 360,000 WWF-US advocates added their names to a petition calling for the ban.



### Myanmar assesses nation's natural capital

**May 20** | An assessment of Myanmar's natural resources identified where those resources are located, what benefits they provide to people, and how they might change under different climate change and development scenarios. WWF hopes the assessment will inform policy decisions about economics, energy, agriculture, land use, foreign investment, climate change, and more.



### Stronger US ivory regulations secured

**June 2** | After a joint pledge made by the presidents of the US and China in September, US Fish & Wildlife announced new ivory regulations that impose a near-complete federal ban on domestic commercial ivory sales. This helps strengthen US leadership on wildlife crime and elephant conservation, and makes it harder for criminals to use the US as a market for the illegal ivory trade.




### Michelin helps make rubber more sustainable

**June 17** | The world's largest buyer of natural rubber committed to eliminate deforestation, address labor rights, and improve tire efficiency in order to improve the product's sustainability. The commitment jump-started WWF's effort to address one of the leading causes of deforestation in Southeast Asia, source of most of the world's natural rubber.

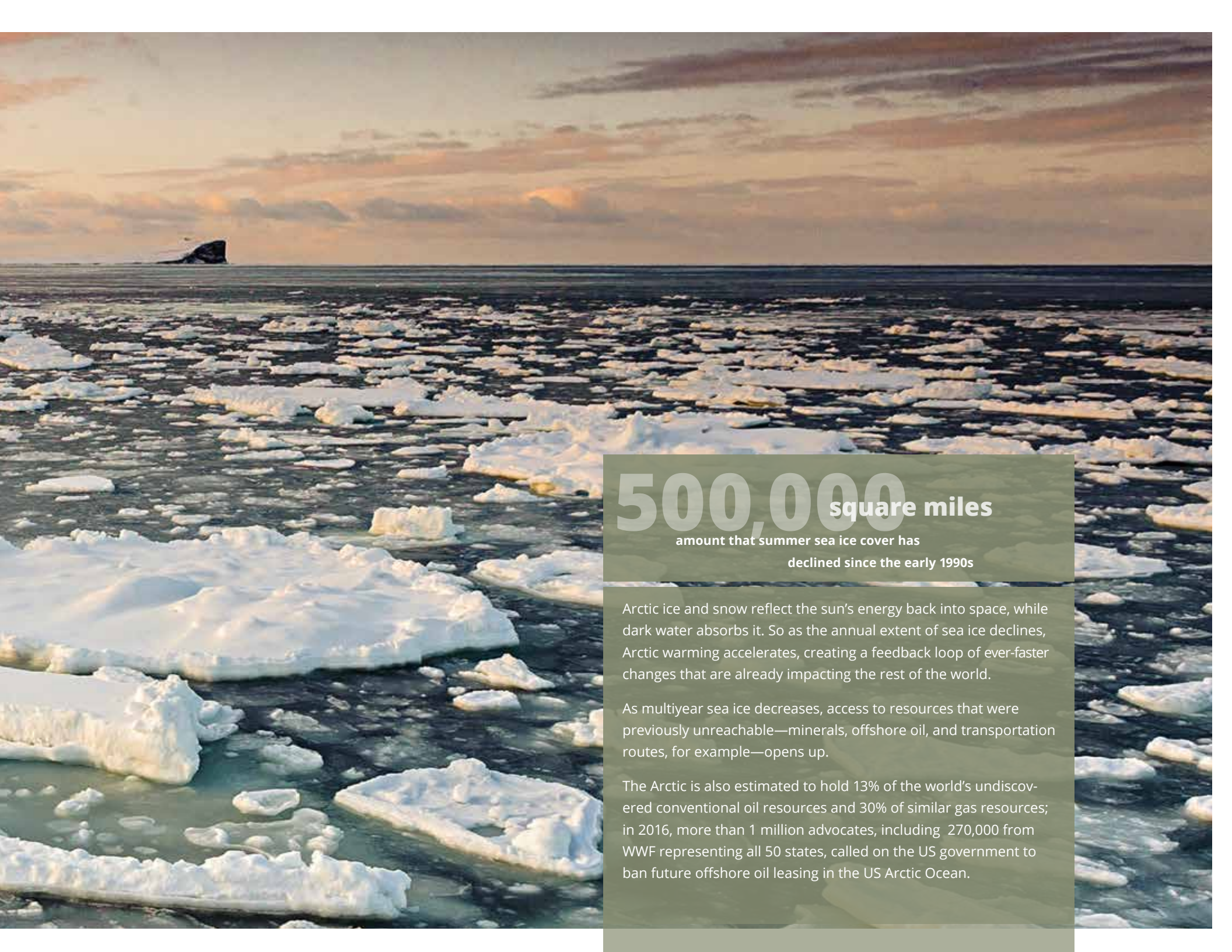


ARCTIC | AMAZON

An aerial photograph showing a large, white glacier on the left side of the frame, meeting a deep blue ocean on the right. The water shows some ripples and small waves near the ice edge. A semi-transparent green rectangular box is overlaid on the left side of the image, containing white text.

Our planet's story is much more than the sum of its parts, so any telling of our work to protect it is necessarily incomplete. But through our work in the Arctic and the Amazon—as with all of WWF's work this and every year—we aspire to deliver integrated solutions that can work at a massive scale. And because these two places are so huge and threatened, and have such a powerful impact on the planet, they serve as telling examples of nature, humanity's impact and dependence on the planet, and the many ways we are engaged with our planet every day.





**500,000** square miles

amount that summer sea ice cover has  
declined since the early 1990s

Arctic ice and snow reflect the sun's energy back into space, while dark water absorbs it. So as the annual extent of sea ice declines, Arctic warming accelerates, creating a feedback loop of ever-faster changes that are already impacting the rest of the world.

As multiyear sea ice decreases, access to resources that were previously unreachable—minerals, offshore oil, and transportation routes, for example—opens up.

The Arctic is also estimated to hold 13% of the world's undiscovered conventional oil resources and 30% of similar gas resources; in 2016, more than 1 million advocates, including 270,000 from WWF representing all 50 states, called on the US government to ban future offshore oil leasing in the US Arctic Ocean.



# 90–140

**billion metric tons**

amount of carbon stored in the  
Amazon's forests

The Amazon's forests are one of the world's biggest carbon sinks, absorbing and storing massive quantities of CO<sub>2</sub>. Clearing those forests could release dangerous amounts of carbon into the atmosphere, accelerating climate change.

Agriculture is one of the biggest drivers of deforestation in the Amazon. By the turn of the century, cattle ranching alone accounted for 80% of the Amazon's deforested areas, causing the region to emit 340 million tons of carbon each year.

In 2016, WWF, the Gordon and Betty Moore Foundation, and a host of partners launched a global initiative to expand efficient, sustainable, ocean-friendly, and deforestation-free food production, and to help drive the food sector away from production practices that harm nature.







**4 million**  
number of people  
who live in  
the Arctic

Unfavorable sea ice conditions caused by climate change are hindering seals' ability to reproduce. That's a big problem for polar bears, since seals are a primary source of food.

Research suggests that as polar bears lose more and more sea ice habitat to warming temperatures, they'll come farther ashore in search of alternative food sources—bringing them into more frequent contact with humans.

WWF is supporting projects to reduce the risk of human-polar bear conflict in Alaskan and Russian communities via tackling climate change through our global policy work, and by helping to establish on-the-ground solutions such as polar bear patrols.





# 154million

acres in the Amazon  
identified as indigenous  
territory

In 2010 there were 3,043 indigenous territories and similar areas in the Amazon, although not all of them were officially recognized. They represent 31.1% of the Amazon biome.

More than 300 languages are spoken in the Amazon, and indigenous groups there are culturally and ethnically diverse. Indigenous territories are generally managed in support of natural ecosystems, and are used as sources of food (hunting, fishing, foraging, small-scale farming) and natural medicine, and as central touchstones of cultural life.

The Amazon Region Protected Areas program—led by the government of Brazil and WWF—will, in combination with other protected areas and indigenous territories, secure almost 50% of the Brazilian Amazon.



30%

decline in the world's polar bear population  
predicted to happen by 2050 due to  
climate-driven sea ice loss

Polar bears use Arctic sea ice as platforms for resting and hunting, but the region's summer sea ice cover has shrunk an average of 14% per decade between 1979 and 2011.

The Arctic's melting ice will have an impact on a host of other species as well, on every rung of the food chain, from sea ice algae and sub-ice plankton to walrus and whales.

WWF is developing maps that identify areas of exceptional biodiversity, climate resilience, economic opportunity, and local importance, and using them to help guide development away from the Arctic's most ecologically vital places.





A photograph of a river scene. In the foreground, the bow of a wooden boat is visible on the left. In the middle ground, a small boat with three people is on the water. The background shows a hazy riverbank with some buildings. The overall tone is muted and atmospheric.

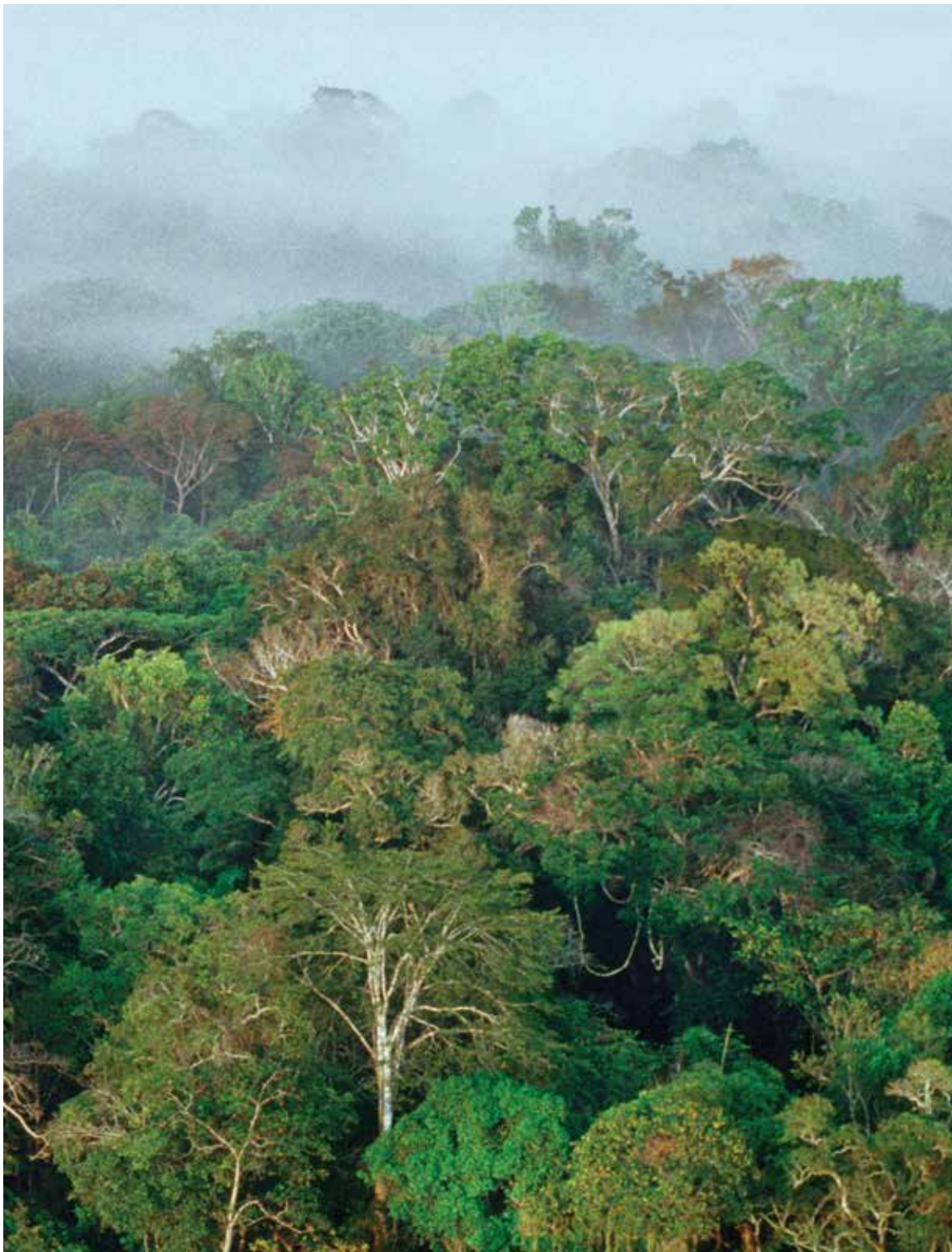
**4,345**  
miles

total length of the  
Amazon River

The Amazon's lush forests couldn't exist without the freshwater pumping through their waterways. The Amazon River alone is the largest river in the world by water volume, and roughly 15% of all river water flowing into the world's oceans comes from its mouth.

More than 34 million people live in the Amazon, including subsistence fishers who rely on its rivers for food and income. But deforestation and hydroelectric dams have negatively impacted the Amazon's fisheries, while overfishing is causing some species—such as the arapaima—to plummet.

WWF is working to guide hydropower in a more sustainable direction, expand sustainable aquaculture opportunities, and protect more than 25 million acres of freshwater habitat in the southwestern Amazon.



# Talk About a Revolution

Modern society has been through three Industrial Revolutions, and each one has taken its toll on the environment. But now, there is a chance we can make up for some of that damage—through what is being referred to as the Fourth Industrial Revolution, now upon us.

All of the previous revolutions involved the advance of new technologies—steam and water power; electricity and assembly lines; computerization. This new revolution is characterized by a fusion of technologies that blur the line between the physical, digital, and biological realms. These technologies are leading to better asset management that could help regenerate the natural environment. And given the speed at which the world is moving now, the fourth revolution is already having impact at a rate that rapidly outpaces the previous three.

The conservation possibilities opened up through the Fourth Industrial Revolution are staggering.

When millions of people are connected through technology, a virtual community is created and community-based conservation takes on a new meaning. We saw this through Apps for Earth, our extraordinarily successful partnership with Apple that wove conservation messaging and interactive content throughout 27 apps—including some of the most popular. Together, we raised more than \$8 million for WWF's global conservation work.

We continue to see it in our ongoing campaign against wildlife crime, which combines more traditional forms of advocacy (billboards, magazine advertisements, op-eds) with technology (social media campaigns, online appeals) to create a global community response to the black market trade in wildlife parts.

This global community spoke up with an unprecedented 1 million signatures on an online WWF petition in support of new domestic ivory trade regulations proposed by the US Fish & Wildlife Service. The regulations, now in force, effectively shut down the commercial ivory trade within US borders and will help dramatically reduce wildlife crime overseas.

The development of Mermaid, an open-access, web-based platform for coral reef data, is helping to create a new virtual community for coral reef conservation. A collaboration among WWF, the Wildlife Conservation Society, and the University of California-Santa Barbara, Mermaid will let field scientists and other experts quickly upload underwater survey information. This is important because collecting data on reef ecosystems is time-consuming, and the resulting data is often not uniformly recorded or presented.

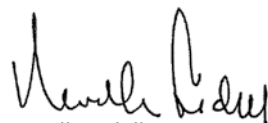
And WILDLABS.NET, a new digital portal created by WWF and partners, connects scientists, entrepreneurs, and

other conservation-passionate individuals in a central, open space. They can share information, ideas, and resources in order to identify technology-enabled solutions to some of the biggest challenges facing the planet today.


Historically, any actionable result in conservation came out of laborious, time-consuming fieldwork. But the beauty of conservation is that it is a living discipline.

So along with reinventing the notion of community-based conservation, new data-collecting and asset management technologies such as Mermaid and WILDLABS.NET allow us to make better use of an especially scarce resource: time. And as more technologies are invented and adapted with conservation applications in mind, the time from knowledge to action will be shortened.

Working together, we will make a revolutionary difference for the planet.



Neville Isdell



Carter Roberts



**Board Chairman Neville Isdell (right) with  
Carter Roberts**

# Board of Directors FY16

## CHAIRMAN

### **Neville Isdell**

Former Chairman & CEO  
The Coca-Cola Company, Inc.  
Atlanta, GA

## VICE CHAIRS

### **Urs Hölzle**

Senior Vice President  
Technical Infrastructure & Google Fellow  
Google  
Mountain View, CA

### **Pamela Matson**

Dean, School of Earth, Energy and  
Environmental Sciences  
Stanford University  
Stanford, CA

## PRESIDENT

### **Carter Roberts**

President & CEO  
World Wildlife Fund  
Washington, DC

## TREASURER

### **Robert Litterman**

Founding Partner  
Kepos Capital  
New York, NY

## SECRETARY

### **Shelly Lazarus**

Chairman Emeritus  
Ogilvy & Mather  
New York, NY

### **Tammy Crown**

Portola Valley, CA

### **Brenda S. Davis**

Bozeman, MT

### **Jared Diamond**

Professor, Geography  
University of California  
Los Angeles, CA

### **Leonardo DiCaprio**

Founder  
Leonardo DiCaprio Foundation  
Los Angeles, CA

### **Christopher J. Dodd**

Chairman & CEO  
Motion Picture Association of America  
Washington, DC

### **Lawrence H. Linden**

Founder & Trustee  
Linden Trust for Conservation  
New York, NY

### **Stephen J. Luczo**

Chairman & CEO  
Seagate Technology  
Cupertino, CA

### **Perk Perkins**

CEO  
The Orvis Company, Inc.  
Sunderland, VT

### **Michael Philipp**

Chairman  
Reykjavik Geothermal, Ltd.  
Amelia Island, FL

### **Mayari Pritzker**

Chicago, IL

### **John Sall**

Executive Vice President & Co-Founder  
SAS Institute  
Cary, NC

### **Roger W. Sant**

Co-Founder & Chairman Emeritus  
The AES Corporation  
Washington, DC

### **Wang Shi**

Chairman & Founder  
China Vanke Co., Ltd.  
Shenzhen, China

### **Sharon Jones Youngblood**

Dallas, TX

## CHAIRMAN EMERITUS

### **William K. Reilly**

Senior Advisor  
TPG Capital, LP  
San Francisco, CA

## DIRECTORS EMERITI

### **Bruce Babbitt**

President  
Raintree Ventures  
Washington, DC

### **Edward P. Bass**

Chairman  
Fine Line, L.P.  
Fort Worth, TX

### **Marshall Field**

President  
Old Mountain Company  
Chicago, IL

### **Kathryn S. Fuller**

Washington, DC

### **Hunter Lewis**

Co-Founder & Senior Managing Director  
Cambridge Associates  
Charlottesville, VA

### **Adrienne Mars**

Mars Foundation  
Jackson, WY

### **Gordon Orians**

Professor Emeritus, Biology  
University of Washington  
Seattle, WA

### **Anne P. Sidamon-Eristoff**

Chairwoman Emerita  
American Museum of Natural History  
New York, NY

*As of September 2016*

# National Council FY16

## CHAIR

**Perk Perkins**  
Sunderland, VT

**Ashley Melisse Abess**  
Miami, FL

**Nancy Abraham**  
New York, NY

**Denise Allen**  
Oakland, CA

**Fabiola Arredondo**  
Greenwich, CT

**Mary Barley**  
Islamorada, FL

**Eric Berman**  
Woodinville, WA

**Erik Blachford**  
San Francisco, CA

**Barbara Bowman**  
Santa Fe, NM

**Antoinette Brewster**  
Charlottesville, VA

**Amanda Brotman-Schetritt**  
New York, NY

**Virginia Busch**  
St. Louis, MO

**Nick Butcher**  
New York, NY

**Kevin Butt**  
Georgetown, KY

**Lacy Caruthers**  
San Francisco, CA

**Megan Reilly Cayten**  
New York, NY

**Bobbie Ceiley**  
Newport Beach, CA

**Richard Chow**  
San Francisco, CA

**Leslie Coolidge**  
Barrington Hills, IL

**Philippe Cousteau**  
Washington, DC

**Peter Crane**  
New Haven, CT

**Pamela Daley**  
Delray Beach, FL

**Melissa Shackleton Dann**  
Chevy Chase, MD

**Santiago Dunn**  
Guayaquil, Ecuador

**Cynthia Eisenberg**  
Lafayette, CA

**Robert Evans**  
Stamford, CT

**Gail Eyler**  
Lagrangeville, NY

**Exequiel Ezcurra**  
Riverside, CA

**John B. Ford**  
San Francisco, CA

**Lynn Foster**  
Palm Beach, FL

**Abigail Field Gerry**  
New York, NY

**Lloyd Gerry**  
New York, NY

**Hannelore Grantham**  
Boston, MA

**Jeremy Grantham**  
Boston, MA

**Katherine Eckert Grunder**  
New York, NY

**Jennifer Harris**  
New York, NY

**Matthew Harris**  
New York, NY

**Stephanie Field Harris**  
Chicago, IL

**C. Wolcott Henry**  
Washington, DC

**Susan Cook Hoganson**  
Oakland, CA

**Lixin Huang**  
El Cerrito, CA

**James Iker**  
Chevy Chase, MD

**Susan K. Ing**  
Honolulu, HI

**Pamela Isdell**  
Atlanta, GA

**Jeremy Jackson**  
Brooksville, ME

**Donald Kanak**  
Hong Kong

**Jamee Field Kane**  
Lake Forest, IL

**Donald Karl**  
Los Angeles, CA

**Karen Garver Karl**  
Los Angeles, CA

**Charles J. Katz Jr.**  
Palo Alto, CA

**Anne Keiser**  
Washington, DC

**Robert King**  
New York, NY

**William Lake**  
Washington, DC

**Frans Lanting**  
Santa Cruz, CA

**Nicholas Lapham**  
Washington, DC

**Wendy Lee**  
Redding, CT

**Thomas Lovejoy**  
McLean, VA

**Kevin Malone**  
Fort Lauderdale, FL

**Hugh A. McAllister Jr.**  
Houston, TX

**Laurie McBride**  
Old Snowmass, CO

**Willard Wright McDowell II**  
Ketchum, ID

**Thomas McInerney**  
Seattle, WA

**Elisabeth Meeker**  
Chicago, IL

**Nitzan Mekel-Bobrov**  
Malibu, CA

**Jacqueline Morby**  
Key Largo, FL

**Jeffrey Morby**  
Key Largo, FL

**Diane Moxness**  
Anchorage, AK

**Jocelyn Nebenzahl**  
Glencoe, IL

**Kenneth Nebenzahl**  
Glencoe, IL

**Cheryl Olseth**  
Minneapolis, MN

**Gilman Ordway**  
Wilson, WY

**Julie Packard**  
Monterey, CA

**Victor Parker**  
San Mateo, CA

**Kyle Philipp**  
Atlanta, GA

**Trent Philipp**  
New York, NY

**Shari Sant Plummer**  
Malibu, CA

**Singer Rankin**  
Santa Fe, NM

**James Redford**  
Fairfax, CA

**Elizabeth Reilly**  
San Francisco, CA

**Alison Richard**  
Middle Haddam, CT

**Marie Ridder**  
McLean, VA

**Rick Ridgeway**  
Ojai, CA

**Emily T. Rowan**  
Chevy Chase, MD

**Elizabeth Sall**  
Seattle, WA

**English Grey Sall**  
Raleigh, NC

**Virginia Sall**  
Cary, NC

**Vicki Sant**  
Washington, DC

**Daniel Sarles**  
Boston, MA

**Julie Scardina**  
Poway, CA

**Alan Seelenfreund**  
San Francisco, CA

**Roque Sevilla**  
Quito, Ecuador

**Susan Sherman**  
Glencoe, IL

**Brian Skerry**  
Uxbridge, MA

**Scott Smith**  
Sonoma, CA

**Sue Scott Stanley**  
New York, NY

**Linda Stone**  
Bellevue, WA

**Judy Sturgis**  
Gardnerville, NV

**Gregory Summe**  
Waltham, MA

**Aileen Train**  
Washington, DC

**C. Bowdoin Train**  
Chevy Chase, MD

**Joel Treisman**  
Westport, CT

**Jennifer Vogel**  
Houston, TX

**Donald Wagoner**  
New York, NY

**Karen Wagoner**  
New York, NY

**Wesley Wang**  
New York, NY

**Judith Waterman**  
Hillsborough, CA

**Robert H. Waterman Jr.**  
Hillsborough, CA

**Loren Wengert**  
Jackson, WY

**David Wilcove**  
Princeton, NJ

**Edward O. Wilson**  
Cambridge, MA

**Justin Winters**  
Venice, CA

**Julie Ann Wrigley**  
Ketchum, ID

**Irene Wurtzel**  
Washington, DC

**IN MEMORIAM**  
**James H. Clark, Jr.**  
National Council  
1998–2016

*As of September 2016*



# WWF Leadership

**Carter Roberts**  
President & CEO

**Marcia Marsh**  
Chief Operating Officer

**Margaret Ackerley**  
Senior Vice President  
and General Counsel

**Brad Ack**  
Senior Vice President  
Oceans

**Michael Bauer**  
Chief Financial Officer

**Valerie Blain-Smith**  
Vice President  
Human Resources

**Jason Clay**  
Senior Vice President  
Markets

**Tom Dillon**  
Senior Vice President  
Forests and Freshwater

**Paul Hardy**  
Chief of Staff

**Ginette Hemley**  
Senior Vice President  
Wildlife Conservation

**Lou Leonard**  
Senior Vice President  
Climate

**Terry Macko**  
Senior Vice President  
Communications  
and Marketing

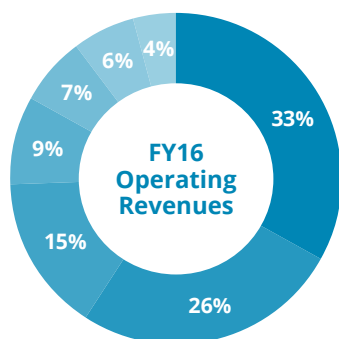
**David McCauley**  
Senior Vice President  
Policy and  
Government Affairs

**David McLaughlin**  
Acting Senior  
Vice President  
Sustainable Food

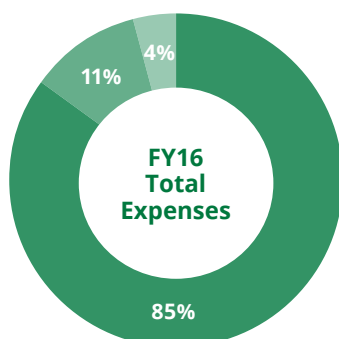
**Julie Miller**  
Senior Vice President  
Development and  
Board Relations

**Rebecca Shaw**  
Senior Vice President  
and Chief Scientist

*As of June 30, 2016*



Individuals	\$100,355,045	33%
In-kind and other	79,845,124	26%
Government grants	46,365,374	15%
Foundations	26,543,278	9%
Other non-operating contributions	20,493,975	7%
Network	17,934,104	6%
Corporations	13,671,189	4%



Programs	\$259,505,203	85%
Fundraising	32,750,779	11%
Finance and administration	12,950,274	4%

### Current year operating revenues and expenses

#### Revenues

	2016 TOTAL	2015 TOTAL
Contributions utilized <sup>1</sup>	\$ 161,063,488	\$ 152,148,052
Government grants and contracts	46,365,374	48,459,713
WWF Network revenues	17,934,104	19,325,255
In-kind and other revenues	79,845,123	69,496,504
<b>Total unrestricted revenues, gains, and other support</b>	<b>305,208,089</b>	<b>289,429,524</b>

#### Expenses

##### Program expenses:

Conservation field and policy programs	165,607,069	163,243,875
Public education	93,898,134	83,621,363
<b>Total program expenses</b>	<b>259,505,203</b>	<b>246,865,238</b>

##### Supporting services expenses:

Finance and administration	12,950,274	12,609,079
Fundraising	32,750,779	29,866,442
<b>Total supporting services expenses</b>	<b>45,701,053</b>	<b>42,475,521</b>

<b>TOTAL EXPENSES</b>	<b>305,206,256</b>	<b>289,340,759</b>
-----------------------	--------------------	--------------------

<b>Current year operating revenues over operating expenses</b>	<b>1,833</b>	<b>88,765</b>
--	--------------	---------------

FY16 was an exceptional year for WWF. From September's record million signatures on a WWF petition to stop the slaughter of elephants, to December's Paris climate agreement which delivered on many of WWF's key priorities, to April's announcement by WWF and the Global Tiger Forum that the number of wild tigers had increased for the first time in more than a century, WWF achieved extraordinary results in our global conservation work. But none of this would have happened without the steadfast support of our donors. Your commitment to WWF inspires us, and provides the affirmation we need to push even further. Thank you for making these conservation milestones possible—this year and every year.

**Michael Bauer**  
Chief Financial Officer

## Non-operating activities and pledges

### Non-operating activities

	2016 TOTAL	2015 TOTAL
Bequests and endowments	33,502,448	25,605,213
Income from long-term investments	(6,671,991)	2,493,919
Unrealized gain (loss) on financing transactions <sup>2</sup>	(3,332,877)	(98,432)
Gain (loss) from foreign currency	90,607	(464,095)
Non-operating funds utilized	(36,169,349)	(34,753,397)
Extraordinary items	0	(9,000,000)

### Pledges and contributions designated for future years

Pledges and contributions	56,993,261	38,947,906
Prior years' revenues used in current year	(44,890,579)	(43,640,225)

### TOTAL NON-OPERATING ACTIVITIES AND PLEDGES

(478,480) (20,909,111)

### Increase (decrease) in net assets

(476,647) (20,820,346)

### Net assets at beginning of year

337,033,573 357,853,919

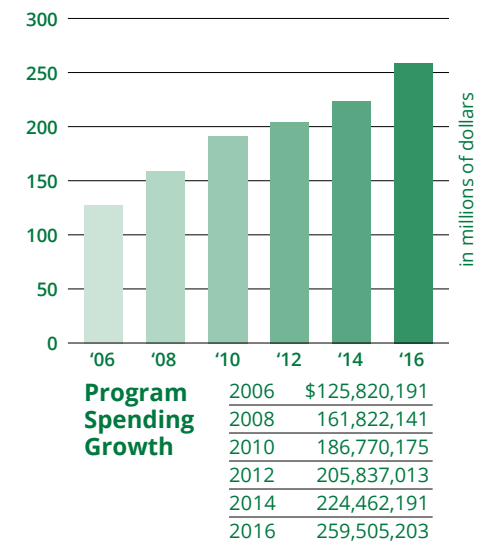
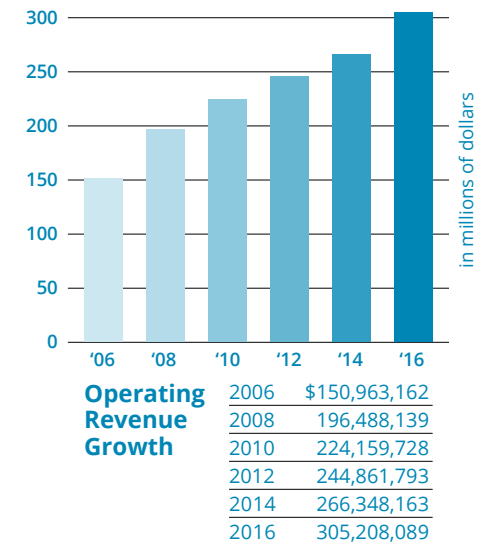
### Net assets at end of year

\$ 336,556,926 \$ 337,033,573

<sup>1</sup> Contributions utilized in 2016 include current year contributions of \$80,003,560, prior years' contributions of \$44,890,579, and non-operating income of \$36,169,349.

<sup>2</sup> In 2001, WWF issued bonds to finance the purchase of the building housing its offices. Subsequently it entered into various financial transactions to fix the interest rate on all variable rate bonds. These transactions result in either an unrealized gain or loss year to year as market interest rates vary above or below the fixed rate obtained in the transactions.

WWF's FY16 financial performance remained steady, with total revenues and support at \$305.2 million. WWF's programmatic spending represented 85% of total expenses, fundraising made up 11%, and finance and administration accounted for a modest 4%. Total net assets of \$336.5 million is steady with FY15.





# 85%

WWF spending  
directed to worldwide  
conservation

## Ways to Give

There are many ways to support WWF and protect the future of nature. To learn more or to make a donation, please contact us at 888-993-1100 or [worldwildlife.org/donate](http://worldwildlife.org/donate).

### OUTRIGHT GIFTS

- Become a Partner in Conservation
- Become a monthly supporter
- Make a onetime cash gift
- Make a charitable gift of stocks, bonds, or mutual funds
- Give a gift membership
- Make a symbolic animal adoption
- Honor a loved one with a tribute gift

### LIFE INCOME GIFTS

- Give through a WWF Charitable Gift Annuity or your own Charitable Remainder Trust
- Receive income payments for your lifetime, and leave a legacy for the future of nature

### ESTATE GIFTS

- Remember WWF in your will or living trust
- Beneficiary designations: leave a portion of your life insurance or retirement plan assets to WWF

### WORKPLACE GIVING

Ask if your workplace participates in these easy ways to give:

- Corporate Matching Gifts—[worldwildlife.org/matching](http://worldwildlife.org/matching) gifts
- EarthShare—visit [earthshare.org](http://earthshare.org) or call 800-875-3863
- Combined Federal Campaign for federal employees—[earthshare.org/cfc.html](http://earthshare.org/cfc.html); WWF's designation number is 12072



FY 2016



[give.org](http://give.org)

**Photo Credits** | **Cover:** Amazon rain forest, Acre, Brazil © Greg Armfield/WWF-UK; Glacial iceberg, Svalbard, Norway © Paul Souders/worldfoto.com | **Page 1:** Carter Roberts © WWF-US | **Page 2:** Amazon rain forest canopy, Tambopata National Reserve, Peru © Day's Edge Productions/WWF-US | **Page 3:** Fish catch, Bristol Bay, Alaska © Chris Miller | **Page 4:** Bengal tigers © Howard W. Buffett/WWF-US | **Page 5:** Ice, Bering Strait, Alaska © WWF-US/Elisabeth Kruger | **Page 6:** Driftnet fishers, Bristol Bay, Alaska © Chris Miller; Orangutan with infant, Borneo Island, Indonesia © Jonathan Dee; Salonga National Park, Democratic Republic of the Congo © Sinziana Demian/WWF-Central Africa; Fishing vessel near the Jacobshavn glacier, Greenland © Global Warming Images/WWF; Bison, Northern Great Plains © WWF-US/Steve Morello | **Page 7:** Worker picking cotton, Salehpat, Pakistan © Asim Hafee/WWF-UK; Amur tiger © WWF/Klein & Hubert; Camera trap, Gabon © WWF-Canon/James Morgan | **Page 8:** Elephants, Amboseli National Park, Kenya © Martin Harvey/WWF-Canon; *World Wildlife at Sea* © WWF-US; Eco-guards patrolling illegal fishing, Gabon © WWF-Canon/Mike Goldwater | **Page 9:** Bengal tiger cub © Martin Harvey/WWF-Canon; Elephant, Mudumu National Park, Namibia © Will Burrard-Lucas/WWF-US; The apple symbol is a registered trademark of Apple Inc., used with permission; Whitsunday Islands, Great Barrier Coral Reef, Queensland, Australia © naturepl.com/Inaki Relanzon/WWF; Rubbertapper, Brazil © Aurelice Vasconcelos/ICMBio | **Page 10:** Cropland bordering rain forest, Iguacu National Park, Brazil © Frans Lanting/www.lanting.com | **Page 11:** Melting iceberg, Arctic Ocean, Canada © Zoe Caron/WWF-Canada | **Pages 12–13:** Fishing vessel, Bering Sea © Chris Miller/csmphotos.com | **Pages 14–15:** Industrial farmland bordering rain forest, Iguacu National Park, Brazil © Frans Lanting/www.lanting.com | **Pages 16–17:** Kingikmiut Nanuuq Patrol keeping an eye out for polar bears, Wales, Alaska © WWF-US/Elisabeth Kruger | **Pages 18–19:** Blessing ceremony, San Jose, Peru © WWF-US/J.J. Huckin | **Pages 20–21:** Polar bear mother and cub on loose pack ice, Barents Sea © Florian Schulz/visionsofthewild.com | **Pages 22–23:** Riverboat taxi, Iquitos, Peru © Alamy Stock Photo/Jake Lyell | **Page 24:** Mist over rain forest canopy, Manu National Park, Peru © Frans Lanting/www.lanting.com | **Page 25:** Carter Roberts and Neville Isdell, Livingstone, Zambia © Steve Felton | **Pages 28–29:** Arctic tern, Jökulsárlón Lake, Iceland © Paul Souders/worldfoto.com | **Page 32:** Glacier hiker, Valdez, Alaska © Mark Meyer/photo-mark.com | © 2016 WWF.

All rights reserved by World Wildlife Fund, Inc. 10-16/1,100



**World Wildlife Fund**  
1250 24th Street, NW | Washington, DC 20037  
[worldwildlife.org](http://worldwildlife.org)

