

CONTENTS

INTRODUCTION	
NATURE LOSS IS A BUSINESS RISK	
OUR WORK WITH BUSINESS	
WHY PARTNER WITH US	•
PARTNERSHIP IN ACTION	
CASE STUDIES: LOOKING INWARDS	•
CASE STUDIES: LOOKING OUTWARDS	i
CASE STUDIES: LOOKING AHEAD	i
GET INVOLVED	:
GET IN TOUCH	_

Production Manager: Sindiswa Nobula

Writing and Editing: Justin Woolford, Sindiswa Nobula, Egan Hwan, Marlene Rose Design: Alexandra Kiss

Special thanks for review and support toPuneet Bahl, Helen Belmont, Mark Griffiths, Richard Lee, Huma Khan, Samantha Putt del Pino, and Rob Wood.

Case study contributers and reviewers LEGO: Mark Whitby (Lego) Woolworths: Tatjana von Bornmann and Nikki Lincoln (WWF-South Africa) WEPA: Annika Pforr, Silke Mayer (WWF-Germany) and Silvia Kerwin (WEPA) Anadolu Efes: Arzu Balkuv, Sedat Kalem, Neyran Akuidiz (WWF-Turkey) and Simge Balaban (Anadolu Efes) Banco do Brasil: Taís Meireles, Jair Oliveira, Gabriela Yamaguchi, Cristiano Cegana (WWF-Brazil), Márcio Gama, Míriam Caruso, Jorge Gildi and Arthur Ferreira (Banco Do Brasil) EDEKA Group: Annika Pforr, Sylvia Ratzlaff (WWF-Germany), Christina Stylianou and Andrea Ebert (EDEKA Group) H&M Group: Cecilia Gustavsson, Charlotta Jarnmark, Katrina Johansson, Anna Almberg (WWF-Sweden), Kim Hellström, Inigo Saenz, Shariful Hoque, Cecilia Brännsten, Ia Elf (H&M Group)IKEA: Elisabeth Brisum, Mats Landen (WWF-Sweden), Peter van der Poel, Ulf Johansson, Mikhail Tarasov and Grace Huber (IKEA) Michelin Group: Ines Boppe, Nicolas Loz de Coëtgourhant (WWF-France) and Hélène Vermont (Michelin) Mondi Group: David Lindley (WWF-South Africa), Matt Wilkinson (WWF International) Walmart: Judith Hochhauser-Schneider (WWF-US) and Micah Ragland (Walmart) AB InBev: Richard Lee (WWF-International), Flavia Franco (WWF-UK) and Andre Fourie (AB InBev) K Group: Kati Malmelin (WWF-Finland), Pirjo Nieminen and Matti Kalervo (K Group) Kimberly Clark: Kathyrn Birch (WWF-Australia) Isagen: Ana Carolina Diaz Gutierrez, Ferney Díaz, Milena Zapata, Sandra Valenzuela (WWF-Colombia), Omar Rengifo (Isagen) and Carolina Villa (El Espectador) Sanlam: Nikki Lincoln (WWF-South Africa) and Portia Bangerezako (Sanlam) Sky: Heather Carswell (WWF-UK) and Rebecca Morgan (Sky)

Published in August 2019 by WWF – World Wide Fund For Nature (Formerly World Wildlife Fund), Gland, Switzerland. Any reproduction in full or in part must mention the title and credit the above-mentioned publisher as the copyright owner.

© Text 2019 WWF All rights reserve



COUNTING THE COST

Based on current costs, business and financial leaders are questioning how global environmental trends will affect future economic and financial performance.



Is spent by American farmers on shipping in bees to pollinate their almond crops because local bee populations have diminished. (Source: USDA)



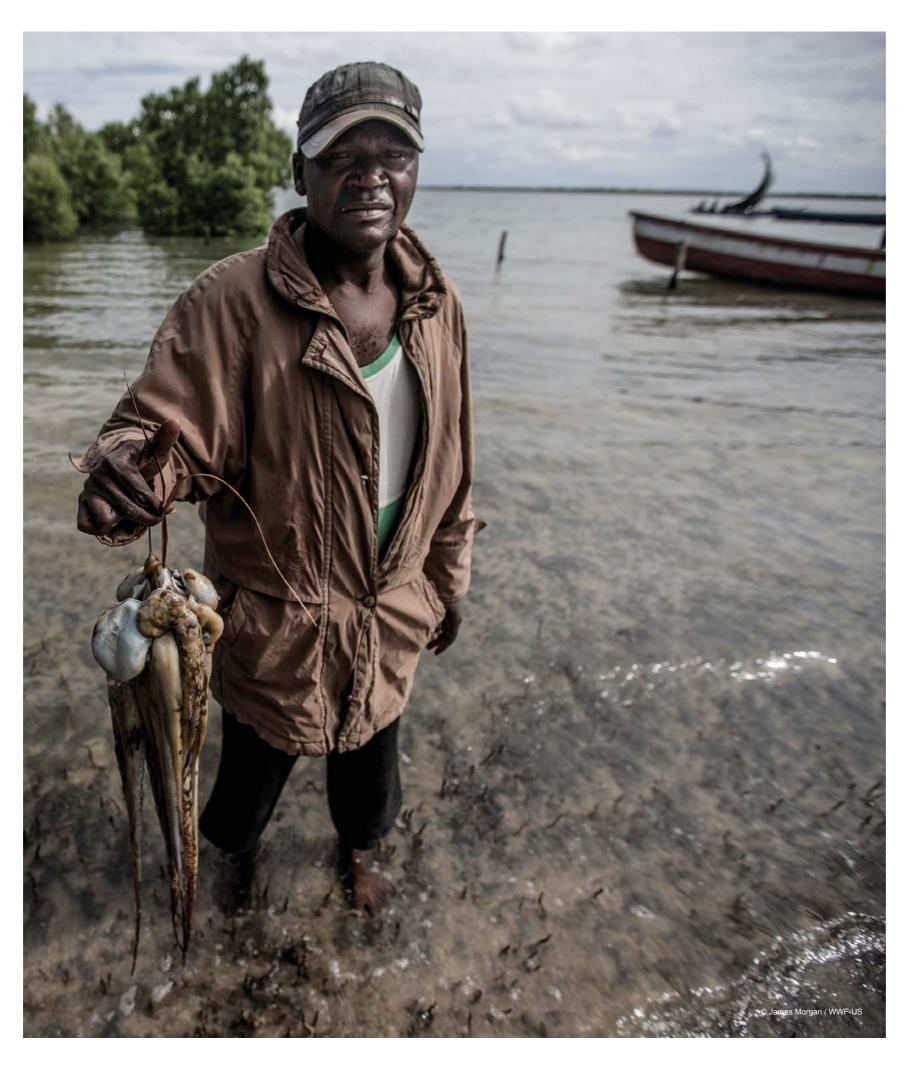
\$400 MILLION

Agriculture revenue loss in South Africa's Western Cape province due to the 2015-18 drought season. The estimated number of job losses in the sector is 30 000.

(Source: Western Cape Government)



Droughts, floods and water pollution cost businessess \$14 billion in 2016 - a five-fold increase over 2015.
(Source: CDP Global Water Report, 2016)



NATURE AT THE BRINK

WWF's Living Planet Report shows that humanity and the way we feed, fuel and finance our societies and economies is pushing nature and the services that power and sustain us to the brink. Agricultural expansion, deforestation, overfishing, urban development, energy use, mining and pollution are all driving habitat loss, water shortages and climate change. In addition, every year the World Economic Forum Risks Report continues to show the increase in the scale and urgency of environmental risks to the global economy, as well as the deepening interconnections between environmental issues, economic strains and geopolitical tensions.

We cannot afford to be complacent. In fact, we need to move into an emergency and solutions-based mindset. The recent landmark Intergovernmental Panel on Climate Change (IPCC) report, Global Warming of 1.5 °C, paints a clear but dire picture. It states that, to avoid the most serious impacts of climate change, we need to drastically transform the world economy in the next few years. Allowing nature to fail will disrupt business, undermine economies and drive social instability.

#TOGETHERPOSSIBLE

The good news is that we also have an unparalleled opportunity for positive change – the science is clearer, awareness is greater, and innovation more powerful than ever before. We can redefine our relationship with nature – but we need to work together. One organisation alone cannot deliver the change we need. That is why WWF collaborates with business – working in partnership – to find solutions and act at a scale that matters.

Whether through reducing risk, improving the bottom line, ensuring security of supply, strengthening one's brand, or securing a licence to operate, acting for nature makes good business sense. Work with WWF for positive change, and together we can transform business for people and planet.

OUR WORK NEEDS BUSINESS

WWF is one of the world's largest and most experienced independent conservation organizations, with over 30 million followers and a global network active in nearly 100 countries. Our mission is to stop the degradation of the planet's natural environment and to build a future in which humans live in harmony with nature.

We are a trusted, credible organization with longstanding experience of working both in the field and as a global advocate for policy change. But, as the 2018 Living Planet Report demonstrates, the challenges the global environment is facing today are too big, too interconnected and too urgent for any single organisation to solve alone. We need strong partnerships with business, as well as a variety of otherstakeholders, to tackle the growing menace of nature loss.

Therefore, WWF seeks to work with those who have the greatest potential to reduce the most pressing threats to the diversity of life on Earth. Together we can find solutions to conservation challenges such as deforestation, over-fishing, water scarcity and climate change.

Because the corporate sector drives much of the global economy, it is in their best interest to ensure that the natural resources and ecosystems that underpin their business are used sustainably. Companies are also primed to lead the innovative solutions needed to drive change.

WWF believes that together, we can transform markets for the better. Our six global goals – forests, oceans, freshwater, wildlife, food and climate and energy – and three key drivers of environmental change – markets, finance and governance – shape what we do and how we work with partners.

WWF'S VISION FOR THE FUTURE

We want healthy, productive forests, fisheries and oceans. We want enough clean freshwater for people and nature. We want endangered species to recover. We want sustainable food production, and a low-carbon future.

We want markets and financial systems to drive sustainability, favouring long-term wealth creation and inclusive development over environmental destruction. And we want global governance to protect the most vulnerable and ensure that their voices are heard.

Pursuing these goals, we help companies make ambitious commitments, collaborate with peers, governments and communities, and engage in collective action. We promote better production and resource stewardship through round tables, industry platforms and certification. We measure company and sector performance through scorecards, reports and science-based targets.

We encourage companies to engage in joint advocacy with us for policies that encourage sustainability and regulations that tackle illegal activities. And we mobilise public pressure through high-profile campaigns.



HOW WWF WORKS WITH BUSINESS



TRANSFORMATION <u>and</u> <u>Steward</u>ship

Using science, we help shape business strategy, transform operations and value chains, reduce environmental impacts and drive resource stewardship.



COMMUNICATIONS AND ADVOCACY

Through communications, campaigns and cause-related marketing, we profile environmental challenges and opportunities, mobilise consumers and shape policies and practices.



TRANSFORMATION AND STEWARDSHIP

With companies that are already committed to conservation or have managed to reduce their environmental impact, we raise funds for conservation.

WHY PARTNER WITH US?

The threats facing our planet affect us all. Only by working together can we find solutions to tackle these threats at scale.

In the 2019 <u>GlobeScan-SustainAbility Leaders Survey</u>, 'experts point to integrated sustainability values and having a strategic approach as key reasons behind recognized leadership'.

In the same survey, WWF remains the most widely recognized NGO among experts for its contribution to sustainable development, and recognition has increased compared to 2018. Most respondents said corporate leadership in sustainability is shown when companies display integrated sustainability values and make sustainability part of their core business and strategic approach.

The survey also found that 'innovation' was a key reason for companies to work with NGOs like WWF.

In short, partnering with WWF and collaborating with others – whether at a local or a global level – can deliver results that would not otherwise be possible.

From addressing risk, improving performance and sourcing sustainably, to tackling climate change, influencing policy and delivering on the Sustainable Development Goals (SDGs), we build partnerships that match the scope, scale and challenge of our shared ambitions.

A PARTNER OF CHOICE

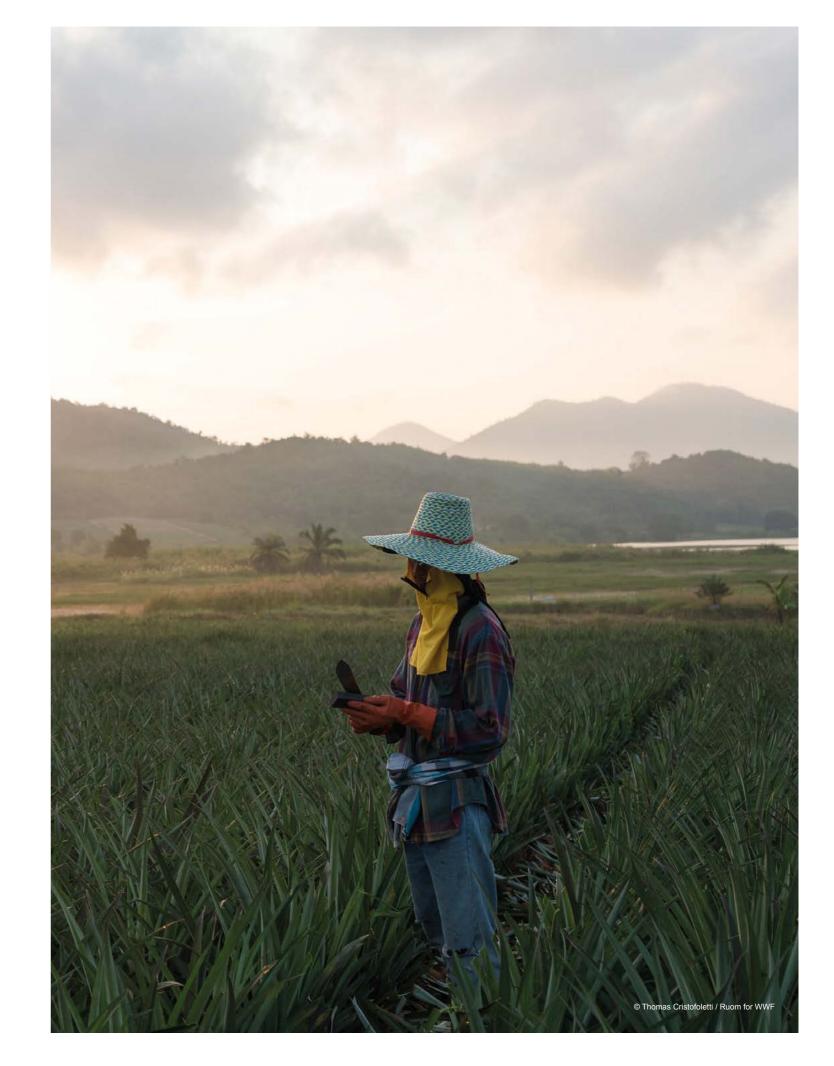
We take pride in being the partner of choice for forward-thinking private-sector organisations.

Professional, pragmatic, credible and solution-oriented, we offer access to a global network of experts and opportunities. With deep expertise in sustainability and environmental stewardship, we deliver thought leadership and innovation.

A powerful convener and influencer, we can reach diverse public audiences and access the highest levels of decisionmaking.

Whether through reducing risk, improving the bottom line, ensuring security of supply, strengthening your brand, or securing a licence to operate, acting for nature makes good business sense.

Work with us today for positive change, and together we can transform business for people and planet.



#togetherpossible

PARTNERSHIP IN ACTION

We see sustainability as a journey involving three approaches.

The first is looking inwards at company operations to find ways to reduce negative impacts across supply chains and become more efficient. The second is looking outwards, working with other resource users to support stewardship of the wider landscape. Finally, sustainability means looking ahead and creating long-term systemic change through innovative approaches such as the circular economy, consumer behaviour change, advocacy and good governance.

Most of our partnerships with companies use a combination of these approaches.



LOOKING INWARDS

Looking inwards at company operations and supply chains to find ways to become more efficient through innovation and reducing costs and impacts is the first step on your sustainability journey.



LOOKING OUTWARDS

Looking outwards, going beyond supply chains and working with other stakeholders and resource users to support stewardship of the wider landscape comes next.



LOOKING AHEAD

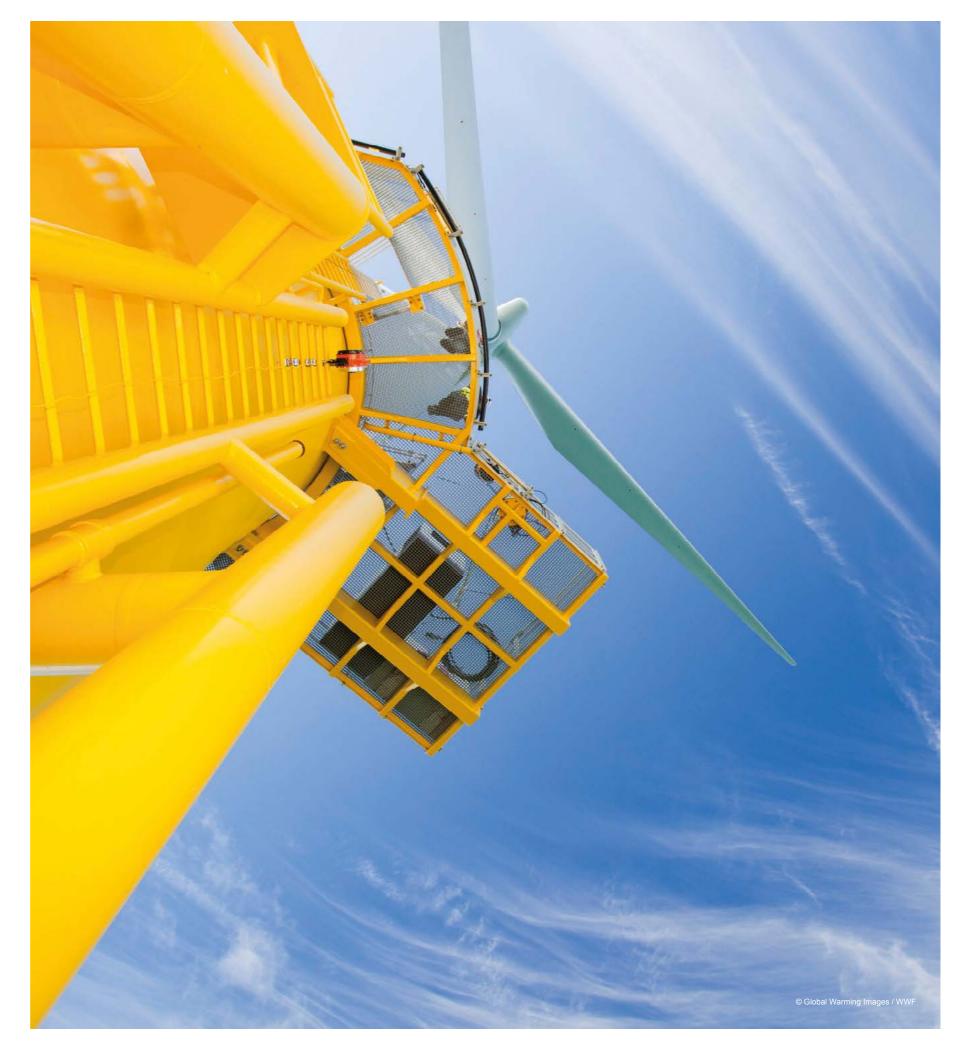
Looking ahead, evolving products and services and promoting sustainable consumption through consumer engagement, behaviour change, advocacy and good governance is the final step towards sustainability.

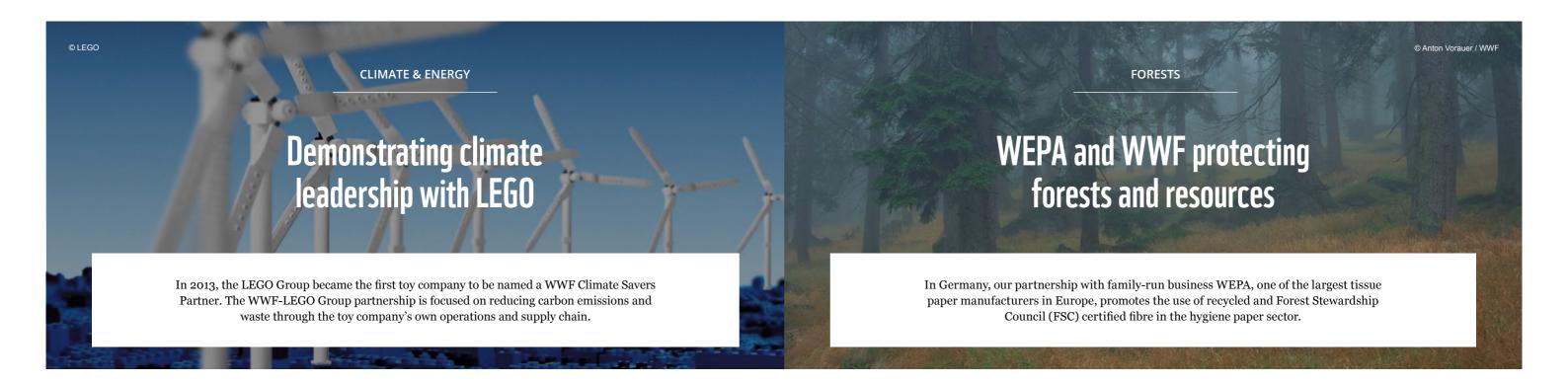


SETTING TARGETS, REDUCING IMPACTS AND IMPROVING PERFORMANCE

Sustainability begins at 'home', in the heart of your business operation.

Looking inwards at company operations, finding ways to become more efficient and finding ways to lessen your environmental footprint. Setting targets, reducing environmental impacts and improving environmental performance increases efficiency and can also help reduce operational costs.





Based on an understanding rooted in science, the LEGO Group believes that climate change is one of the biggest global challenges of our time. This is why the company is working to build a better world for children, one brick at a time.

The LEGO Group is a Danish toy production company best known for the manufacture of LEGO® branded toys, consisting mostly of interlocking plastic bricks. The WWF-LEGO Group partnership focuses on reducing carbon emissions and waste through the toy company's own operations and supply chain.

In 2013, the LEGO Group became the first toy company to join the WWF Climate Savers programme. The intention of the programme is to inspire a change in thinking about climate solutions in companies and encourage them to transform themselves to low-carbon leaders, acting as agents of change within their sphere of influence. Based on an understanding rooted in science, the LEGO Group believes that climate change is one of the biggest global challenges of our time. It is, therefore, fitting that the company's commitment and ambition are to 'make a positive impact on the world our children will inherit'.

Since joining WWF Climate Savers, between 2013–2016 the LEGO Group has met or exceeded all its climate targets. This included balancing 100% of energy use with renewable sources through investing DKK6 billion in two offshore wind farms. The total energy output from investments in renewable energy was greater than the energy used at LEGO factories, offices and stores. The LEGO Group has also invested in research and development of more sustainable materials and improved the energy efficiency of producing LEGO bricks by more than 12%, beating the target of 10%. This was achieved by optimising the production process and investing in newer, more efficient moulding machines used to make LEGO bricks.

Furthermore, the LEGO Group announced new 2020 targets and its decision to extend its partnership with WWF. The 2020 commitments include a further 10% decrease in carbon (CO2) per LEGO brick produced. This will continue to ensure that 100% of energy used is balanced by the production of renewable energy sources, and further engagement with key suppliers to reduce the carbon emissions in the full supply chain.

"Our core purpose as a company is to inspire and develop the builders of tomorrow. We believe that encouraging children's creativity and imagination will give them skills to continue solving environmental issues in the future. We want to address climate change by reducing our emissions through a combination of reducing energy consumption and direct investments in renewable energy assets. We want to use resources responsibly and eliminate waste generation from production. This is to ensure that we do not consume resources at a faster rate than they are regenerated, so that future generations can also benefit from the same variety of resources and materials our generation has access to."

- Tim Brooks, VP Environmental Responsibility, LEGO Group Environmental Supply Chain

As part of its ambition to reach more children around the world, the LEGO Group will continue to invest to grow in newer markets. "We will do so while striving to improve efficiencies and reach the ambitious climate targets set together with WWF", Brooks said.

The objective of WWF Climate Savers is to recognise corporate leadership on climate solutions and demonstrate that reductions in greenhouse gas emissions can go hand in hand with economic growth. At the moment, WWF collaborates with 28 global companies worldwide through the WWF Climate Savers programme.

WEPA and WWF work to reduce the pressure on forest resources, increasing the share of sustainably sourced virgin fibre pulp, and lastly, determining a 2 °C compatible climate target for the company.

WWF works with a variety of partners to reduce pressure on the world's forests. In Germany, our partnership with WEPA, a German family-run business and one of the largest tissue paper manufactures in Europe, promotes the use of recycled and Forest Stewardship Council (FSC) certified fibre in the hygiene paper sector. This includes WEPA's own-brand 'Mach mit ...' range of paper towels, toilet paper and paper handkerchiefs made entirely of waste paper.

The goals of the partnership include promoting the use of recycled fibre in hygiene products to reduce the pressure on forest resources, increasing the share of sustainably sourced virgin fibre pulp, and lastly, determining a 2 °C compatible climate target for the company.

In 2018, WEPA processed approximately 15% more recycled fibre, an increase of 24,000 tonnes compared to 2017. Each tonne of recycled fibre avoids CO2 emissions equivalent to the average CO2 emissions released during a 1,000 km car ride. Carbon savings are the result of the lower energy intensity of recycled paper production and shorter transport distances, as waste paper is sourced in Germany whereas virgin fibre is mainly imported from Scandinavia and South America.

"For decades, WEPA has focused on the production of recycled hygiene paper and is constantly striving for innovative product improvements in the specific field. Building on its core competence, WEPA has become the leading tissue recycling specialist in Europe. Our recycling brand 'Mach mit ...' and our 'Hybrid Fair Fiber' Private Labels are central to this success. We aim to raise the share of recycled fibre in toilet paper, kitchen towels and handkerchiefs, as we view recovered paper to be the most reasonable raw material in the production of hygiene paper. Jointly with WWF, we promote the increased use of recycled fibre in order to make the hygiene paper segment even more sustainable."

- Martin Krengel, CEO, WEPA Group

The 'Mach mit ...' products consist of 100% recovered paper and are manufactured using less energy and water. Additionally, the products carry the Blue Angel certification – an ecolabel of the German government and one of the strongest verification schemes in the world. The newly developed hybrid products under the 'Hybrid Fair Fiber' label are similar in appearance and quality to conventional virgin fibre hygiene papers but integrate up to 33% recycled fibres. This paper is intended to replace existing fresh-fibre products and increase the acceptance of recycled paper in the market by showcasing its comparable quali

Woolworths and WWF working together to drive greater food waste management

Our multi-faceted partnership with Woolworths in South Africa includes work on reducing food waste and promoting agriculture best practice. The company is one of the first retailers in the world to pilot a transparent, benchmarked approach to reporting on waste.



WWF and Woolworths first entered into a broad-based, multifaceted partnership in 2012 to promote water stewardship in South Africa, explore low- carbon pathways, reduce the negative impacts of agriculture, improve the sustainability of seafood and aquaculture sourcing, address packaging pollution and reduce food waste throughout the supply chain. Watch video

About 10 million tonnes of food go to waste in South
Africa every year — and this in a country where hunger
and malnutrition are serious problems. This food waste
represents an equivalent of nearly \$4.5 million, 600 000
litres of embedded water and enough energy to power the
city of Johannesburg with its population of nearly 6 million
people for four months.

Most of this waste and loss occur early in the food supply chain, where 50% is lost during the post-harvest phase, 25% during processing and packaging, 20% during distribution and retail, and 5% at consumer level.

Increasing urgency to address food waste

When Woolworths first entered into a partnership with WWF in 2012, food waste was not a focus area. However, WWF's research increasingly pointed to the urgency of addressing the massive impact of food production on the natural environment. This encouraged Woolworths to make a commitment to reduce the amount of food wasted across the supply chain and find ways to promote food security.

The first step to understanding the issue was to scope the food waste problem and to understand the extent to which food waste occurs in relevant value chains and in the home of the consumer.

The research identified additional waste reduction opportunities throughout Woolworths' operations. These included reviewing technical specifications for produce, conducting a robust study of one product through the value chain to collate data, reviewing multi-pack promotions, gathering detailed customer behaviour information and providing more guidance to customers on avoiding food waste in their homes. When Woolworths first entered into a partnership with WWF in 2012, food waste was not a focus area. However, WWF's research was increasingly pointing to the urgency of addressing the massive impact of food production on the natural environment. This encouraged Woolworths to make a commitment to reduce the amount of food wasted across the supply chain and find ways to promote food security.

The first step to understanding the issue was to scope the food waste problem and to understand the extent to which food waste occurs in relevant value chains and in the home of the consumer. The research identified additional waste reduction opportunities throughout Woolworths' operations. These included reviewing technical specifications for produce, conducting a robust study of one product through the value chain to collate data, reviewing multipack promotions, gathering detailed customer behaviour information and providing more guidance to customers on avoiding food waste in their homes.

One of the first in the world to pilot a transparent, benchmarked approach

At present, waste management efforts include fit-for-purpose packaging, on-pack information, donations of surplus food to more than 1 000 charities every year, exploring what can be done to help get surplus produce from farms into vulnerable communities, and promoting sustainable farming practices. The second phase of the research was aimed at further investigating the hotspots in the food value chain. This included testing and trialling the World Resources Institute's (WRI) Food Loss & Waste Protocol in the Woolworths supply chain with the processed food supplier, In2food, and fresh-produce producers. Woolworths was one of the first retailers in the world to pilot this transparent, benchmarked approach to reporting on waste.

"Food waste is one of the biggest opportunities that we have as a collective to increase food security and reduce environmental impact. Through the research we've done with WWF, we've come to understand where the hotspots are in the food value chain and understand what Woolworths can do to directly mitigate these negative impacts."

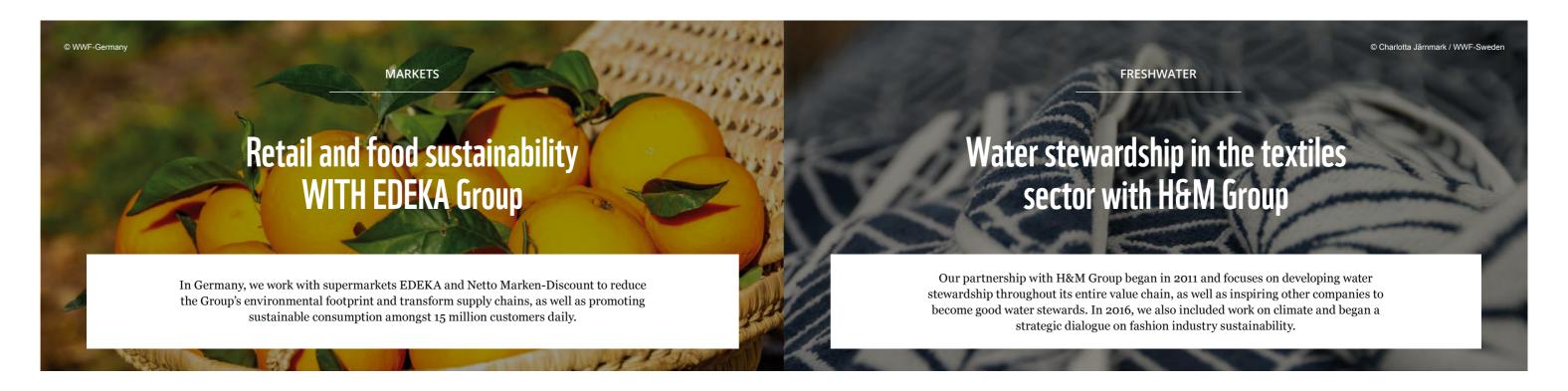
Kirsten Sims, Environmental Specialist,
 Woolworths

INVESTING IN NATURE, WORKING WITH OTHER STAKEHOLDERS AND CREATING SHARED VALUE

Environmental and socio-economic risks and challenges are too big and too complex for one company to address alone.

The second approach to sustainability is about looking outwards at supply chains, engaging with peers, competitors, governments and local communities, and working with other resource users to achieve collective action.





WWF has been working with Germany's biggest supermarket, <u>EDEKA</u>, since 2009 to reduce the company's environmental footprint by transforming its supply chains and promoting sustainable consumption. The Partnership was extended in 2015 to include Netto Marken-Discount – as part of the EDEKA Group.

Engaging supply chains

One of WWF's priorities is ensuring that raw materials that have a negative impact on the environment, such as the fish, wood, palm oil and soy used in several thousands of EDEKA's and Netto's own-brand products, come from certified suppliers. This includes encouraging suppliers to switch from traditional animal feeds for pigs, cattle and poultry to GMO-free, certified sustainable soy. Supply chain water management is another important issue. The EDEKA Group is the first food retailer in Germany to use the Alliance for Water Stewardship (AWS) standard, and fruit and vegetable suppliers will use a customised version of the WWF Water Risk Filter to address water risk.

Piloting the standard in orange plantations in Andalusia in Spain, one EDEKA Group supplier became the third company ever and the first in Europe to achieve the AWS gold standard, saving more than 200 million litres of water in one season – the equivalent of 85 Olympic swimming pools!

This work is helping to demonstrate that with the right approach, it is possible to achieve significant improvements in the mass market. In addition, WWF is working to reduce the negative impact of packaging through improving recyclability and increasing the proportion of recycled and certified packaging materials. EDEKA and Netto are lasering product information directly on to organic food, which has the potential to save around 100 million tonnes of plastic packaging every year. Both have also set science-based targets to reduce its greenhouse gas emissions by 30% by 2020 and 50% by 2025 compared to 2011 levels.

Sustainable consumption, competitive edge

With more than 11,300 stores and 15 million daily customers, the EDEKA Group, has a fantastic opportunity to encourage more sustainable consumption. Beyond using certified materials in its product range, EDEKA has around 400 and Netto more than 260 own-brand products which carry the WWF panda logo – indicating a more sustainable choice – and also engages customers on sustainability through in-store communications. Through its partnership with WWF, the EDEKA Group is setting new standards in sustainability in the German retail sector and strengthening market position through a forward-looking business strategy.

"EDEKA wants to continuously reduce its ecological footprint. Since 2009, we've relied on WWF's expertise to help us and have been working together in a long-term strategic partnership since 2012. WWF now advises us on eight thematic areas and different projects, and supports us on our sustainability journey. With the WWF Panda logo as part of our communications, we are also able to increase customer awareness about environmental responsibility. After ten years of partnership, we can look back on numerous successes while we continue to intensively pursue our goals. Through our shared commitment, we have paved the way for sustainability in food retailing and changed the entire market."

- Rolf Lange, Head, EDEKA AG Corporate Communications

Water risk

The textiles sector has a significant impact on water worldwide, and water pollution and water scarcity pose significant business risks for textiles manufacturers. Waste water from cotton production and wet processing affects water quality in some of the world's most water-stressed and polluted river basins, and heavy water use all along the textiles supply chain can affect water availability.

The H&M Group continuously uses the WWF Water Risk Filter, to assess all water-related aspects of H&M's value chain, including fibre production, dyeing and washing processes, and this has allowed the company to develop a new holistic water strategy and address these challenges. With three in ten people worldwide lacking safe drinking water at home and facing increased risk of disease, the H&M Group understands that its licence to operate depends on being a good neighbour and helping to deliver SDG 6: 'Water and sanitation for all'.

Collective action

In working with corporate partners on water stewardship, WWF places a strong emphasis on collaborating with other water users and producers. Globally, we work on textiles-related water stewardship in India, Pakistan, Ethiopia, China, Vietnam, and Turkey. By working with peers like Tommy Hilfiger, HSBC and Target in China, Bangladesh and Turkey, H&M Group has helped bring together suppliers, communities, farmers and policymakers to kick-start water stewardship across the textiles sector.

In the Taihu lake region, an important wetland area and the traditional hub of China's vast textiles industry which generates more than 11% of the national GDP, WWF's 'whole sector' approach has helped companies in the region's industrial parks to benefit from becoming water stewards. In 2014, the Changzhou Weile Printing & Dyeing Company, for example, began applying Alliance for Water Stewardship best practices and invested \$1.8 million in environmental measures. Within two years, the company had cut costs by 25% and significantly reduced their impact on local water sources.

WWF's work in China also includes engagement with key national and regional government organisations about implementing standards and aligning with international sustainability organisations in various sectors.

In Turkey, with support from the H&M Group and IKEA, WWF has created a programme promoting water stewardship in Büyük Menderes, a river basin experiencing extreme water stress. This programme is open to all textiles brands and suppliers, governments, regional development bodies and investors. Together with the H&M Group, WWF has launched a pioneering Cleaner Production Guide for Turkey to support better water management in factories. This includes feasibility studies for four H&M Group suppliers. So far, seven suppliers in the basin have joined the programme, with Garanti Bank supporting manufacturers to improve production and mitigate environmental risk.

WWF is also promoting the adoption of the Sustainable Apparel Coalition's <u>Higg Index</u>, an agreed set of industry environmental and social requirements. Looking ahead, we will launch a multi-stakeholder platform to promote low-impact production as the norm, supporting collaboration and good water governance for business, communities and ecosystems.

Collective action is the beating heart of WWF's water stewardship work with brands like H&M. Reducing operational impacts, supporting national standards and ensuring better governance all help to secure benefits for business, people and nature.

"The textile and apparel industry should be at the forefront of sustainability – it has such a high impact on freshwater ecosystems and is so dependent on clean water supplies. Efficiency savings from individual companies alone will not address water risk at the basin level. The answer is for brands in the fashion and textile industry to work together."

– Cecilia Brännsten, Environmental Sustainability Manager H&M Group

23



WWF has worked in <u>partnership with IKEA</u>, the world's largest furniture retailer, since 2002 to protect and manage precious natural resources and transform the business for the benefit of people and planet. Through engagement, innovation and advocacy, the partnership is driving the development of more sustainable timber and cotton markets.

Responsible forest management

Responsible forestry and sustainable sourcing are at the heart of the partnership. The partnerships works with governments, forest authorities and IKEA's timber suppliers in 15 different countries, including Russia, China and Romania, to promote responsible forest management, eradicate illegal logging and protect old-growth forests.

One of our joint priorities is increasing the amount of Forest Stewardship Council (FSC) certified timber on the market. To this end, WWF and IKEA have worked with regulators to develop and strengthen FSC national standards and to shape government forest policy in a number of countries.

So far, the partnership has helped to certify over 35 million ha of forest – an area about the size of Germany. From a business perspective, this is helping IKEA to achieve its commitment to source all timber from FSC-certified or recycled sources by 2020.

Smallholder certification

Another priority is supporting smallholders in south-east Asia to achieve FSC certification and access the global timber market. In Vietnam, for example, thousands of smallholders are now growing FSC-certified acacia used in IKEA's outdoor furniture, taking the pressure off natural forests in the Greater Mekong – a region likely to be one of the world's hottest 'deforestation fronts' over the next 15 years if nothing is done.

Sectoral change

Globally, deforestation and forest degradation will continue unless there is a fundamental shift in how we value and manage forests. Our partnership with IKEA makes a key contribution to WWF's Forest Practice goals. By improving standards, developing best practice and encouraging innovation, WWF is, with partners such as IKEA, pioneering new ways for the forest sector to contribute to a sustainable global economy.

"Across the world, we all depend on a healthy planet for food, clean water, fresh air and many other essential products. At IKEA, we believe that you shouldn't have to compromise about form, function, price, quality or sustainability when you make a choice. We call that democratic design. Today, the WWF and IKEA partnership runs projects around 17 different countries. The projects help to increase commitments, actions, transparency and leadership among companies, communities and customers for responsible sourcing practices. By having a professional partner like WWF, we are helped by developing our strategies and goals all the way through to following up our actions a key success factor."

- Peter van der Poel, Retail & Supply Manager, IKEA

Engaging suppliers

Together with a number of partners, WWF is working with Walmart to engage their network of suppliers – one of the largest supply chains in the world – to help them make changes that avoid emissions in six focus areas: energy, waste, deforestation, agriculture, packaging and product use. Since its launch in April 2017, several hundred suppliers from more than 40 countries have joined Project Gigaton.

One supplier, Schreiber Foods, a Wisconsin-based cheese company, has already reduced greenhouse gas (GHG) emissions intensity (emissions per unit of product) by 23% over a 2008 baseline. Setting new targets for 2030, a key challenge is that most emissions from dairy occur before milk leaves the farm, so participation from Schreiber's own suppliers is critical. Figuring out how to achieve targets and working together to measure progress is part of the sustainability journey. With some suppliers reporting progress by using more energy-efficient products or switching to renewable energy, the project is already having an impact – and there is significant potential for further gains. Eliminating food waste alone could reduce emissions by 10%. As more suppliers join and other companies follow in Walmart's footsteps, we can achieve the critical mass needed to tackle the climate crisis.

Scaling transformation across landscapes

Project Gigaton includes opportunities to support forest restoration and tackle deforestation. Walmart's support for place-based solutions in commodity-producing regions aligns producers, local governments and other global companies like Unilever around a shared vision for sustainability. This helps Walmart and its suppliers to tackle land-use change – which accounts for 12% of all GHG emissions globally – in landscapes where they purchase soy, beef, palm oil and timber.

Project Gigaton shows the transformative effect private sector leaders can have in fighting climate change. Every company can make a difference, whether it is by setting science-based targets, shifting to renewable energy, reducing waste across operations, preventing deforestation, or designing more energy-efficient products. Many already see what investment in a clean energy future looks like. This project provides the opportunity to invest at scale and bring about global change.

"Through the years, we've seen that integrating sustainable practices into our operations improves business performance, spurs technological innovation, inspires brand loyalty, and boosts employee engagement. Our suppliers recognize the opportunity to realize those same benefits in their businesses. By working together on such an ambitious goal, we can accelerate progress within our respective companies and in our shared supply chains."

 Laura Phillips, Executive Vice President of Sustainability, Walmart





ANADOLU EFES

"In our R&D studies, we focused on developing species that are resistant to drought and require less water and energy use. As a brand obtaining main raw materials from nature with smart agricultural practices in Turkey, we launched the Smart Agriculture Project with WWF-Turkey in 2018 with the goal of becoming a pioneer in producing the raw materials of our own products. With our Smart Farming Project, we aim to contribute to a fundamental transformation in barley and hops production, while encouraging young farmers' participation in the agricultural production value chain by stressing the importance of farming. We also aim to contribute to the agricultural sector as a whole, our farmers and the economy of *Turkey with our efforts.*"

– Tuğrul Ağırbaş, General Manager, Anadolu Efes



FRESHWATER

BANCO DO BRASIL

"The partnership between Banco do Brasil, WWF-Brazil, Banco do Brasil Foundation and the National Water Agency of Brazil is committed to finding technical and financial solutions for the recovery of watersheds, as well as promoting awareness of the importance of water resources. Together with society, Banco do Brasil believes that it is fulfilling its purpose of caring for what is valuable to people, their lives and their economic activities. Over the years, we have celebrated the many achievements of this partnership and we are confident that we are moving in the right direction -promoting innovation, transforming lives, disseminating good practices, making a difference and taking care of the country and the planet. We believe that together we can do more and better!"

 Ana Maria Borro Macedo, Executive Manager, Organizational Strategy Directory, Banco do Brasil



FORESTS

MICHELIN

"The partnership between WWF and Michelin addresses the issue of sustainability, which is crucial for natural rubber, a key material to produce tyres. Such a partnership is fundamental to efficiently involve the various actors of the natural rubber value chain so that responsible natural rubber production becomes the norm. Results speak for themselves: Michelin has formalised its Sustainable Natural Rubber Policy, the first of its kind, now a reference, contributing to Michelin's leadership position. The partnership was also essential to the creation of a multistakeholder platform which will drive change in natural rubber."

Hélène Vermont, Sustainable
 Development Manager, Michelin Group
 Purchasing



FORESTS/ FRESHWATER

MONDI GROUP

"Our partnership with WWF brings key stakeholders together who have a shared interest in maintaining forests and freshwater ecosystems and services at the landscape level – including farmers, local government and corporate land users (forestry and industry). This is critical, as isolated good practice cannot solve the complex challenges that we face as a society when it comes to water resource management, biodiversity and climate change."

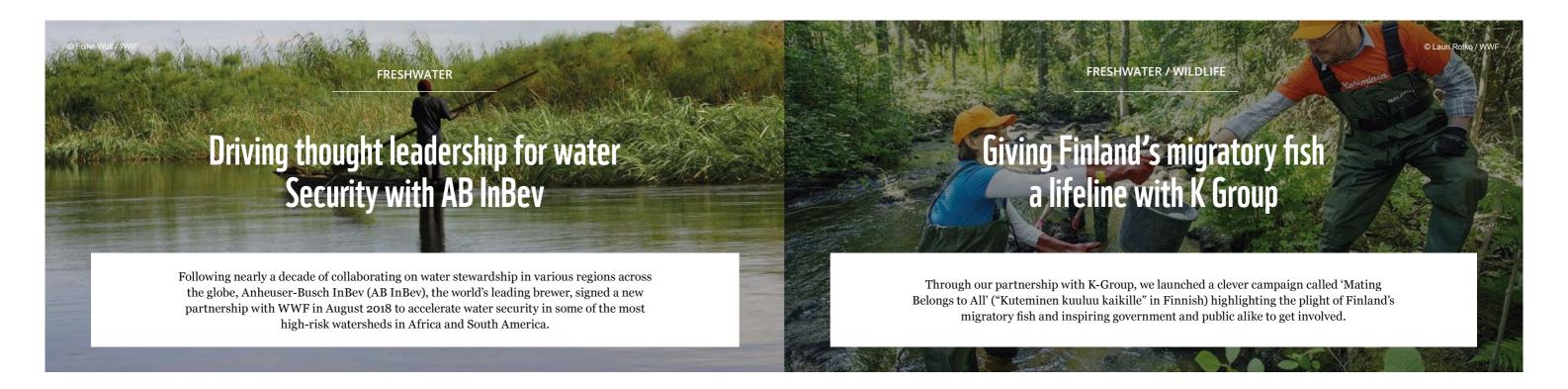
– Gladys Naylor, Head, Mondi Group Sustainable Development

PROMOTING SUSTAINABILITY, STRENGTHENING REPUTATION AND INFLUENCING CHANGE

Looking ahead means evolving products and services, promoting sustainable consumption, engaging consumers and calling for good governance.

Through helping increase consumer engagement, communicating key challenges and opportunities, and offering sustainable solutions, companies can strengthen their brand, reputation and influence.





A key focus of this partnership is thought leadership, as both organisations understand that real progress towards healthier freshwater ecosystems and water security for people and nature can only be achieved by changing minds and approaches, by bringing an end to business as usual and by inspiring collective action.

Focus on Africa

With the demand for water in Africa set to increase dramatically as populations, cities and economies expand. the partnership has focused particularly on this continent. At the 2018 World Water Week in Stockholm, WWF and AB InBev launched a key report highlighting the importance of good water management to the future of the continent. Africa's Watershed Moment: How better water management can underpin Africa's development calls on decision-makers to prioritise better management of water and the rivers, lakes and wetlands from which it is sourced – in order to lay the necessary foundation for inclusive growth and sustainable development. This thought-provoking joint report underlines the importance of collective action and leadership, calling on a variety of decision-makers - economic planners, business leaders, investors, city managers and development agencies – to take concrete steps to improve water security and resilience.

We also collaborated on the <u>water situational analysis</u> <u>study of the lower Kafue sub-basin</u> – a critical study that detailed ways to improve the health of one of Zambia's most important freshwater ecosystems. Along with providing most of the water for the capital, Lusaka, and much of the country's electricity, the Kafue system also sustains rural and urban communities, major industries and vital agriculture.

Encouraging private-sector investment in water security

WWF and AB InBev's thought leadership is not restricted to reports or to Africa only. AB InBev was also one of the major sponsors of the inaugural Financial Times Water Summit in association with WWF in London. This successful event brought together CEOs and other senior leaders of multinationals and financial institutions as well as leading politicians and water experts to discuss how to 'Open the Floodgates: Unleashing returns from water investments'. The aim of WWF's work is to ensure that water resources are managed effectively at a landscape scale to meet the needs of communities, nature and business. The benefits for AB InBev are the resilience of their supply chains and operations, reduced reputational risk and social licence to operate with local communities, among other things.

"The need to take action on global water security is now urgent. More than just a key ingredient in our beer, water is a critical resource for the economic, social and environmental well-being of the countries where we operate and the communities where we live. We are deeply aware that these issues cannot be tackled alone. Firstly, just the scale of it, but also the complexity, and in each and every one of these high-risk watersheds, we know that the challenges are unique. To achieve our vision of a water secure world, we can no longer think on a project-by-project, community-by-community basis. We must identify—and engage—the channels, actors and mechanisms that can be leveraged to effect change on a meaningful scale. That's why our new partnership with WWF is so critical as it will help to create impact on a global scale, at the pace that is needed."

- Andre Fourie, Global Director, Water Sustainability, Anheuser-Busch InBev

Addressing threats to migratory fish

Some of the greatest threats to the survival of Finland's endangered migratory fish are dams and other barriers that block the passage of the fish to their spawning grounds. Without the removal of these obstacles, these fish are unable to reach thousands of kilometres of intact mating habitat. In response to this challenge, WWF set out to remove old and decommissioned dams and restore the health of key river habitats. Changing hearts and minds of key decision-makers as well as the public, many of whom were indifferent to issues affecting the country's migratory fish or the dismantling of old dams, was a priority.

A grant from the European Maritime and Fisheries Fund helped us kick-start this work and soon, one of Finland's largest retailers, K Group, came on board as a partner. Through WWF's partnership with K Group, we launched a clever campaign called 'Mating Belongs to All' (*Kuteminen kuuluu kaikille* in Finnish), highlighting the plight of Finland's migratory fish and inspiring the government and public alike to get involved.

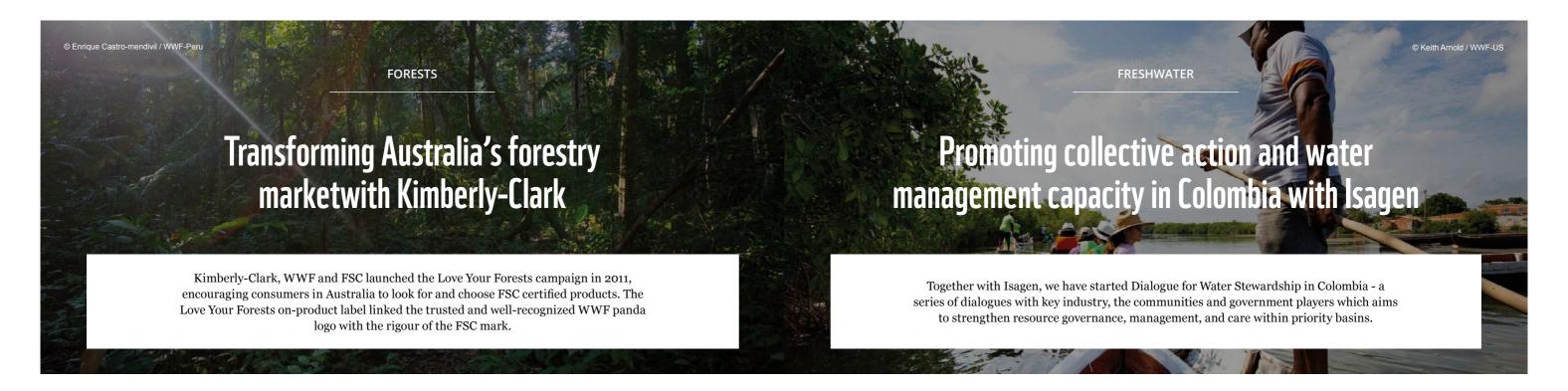
Changing attitudes and behaviour

Within months of the project launch, we started to see a shift in the national attitude towards migratory fish and river infrastructure. Not only did the campaign entertain Finns, it also educated and engaged them. Landowners identified obsolete small dams, volunteers dismantled them, the media championed the change – and the fish were happy! K-Group also launched its K Fish Path project, which seeks to further educate its staff and consumers about this issue and encourage them to volunteer for the various obstacle removal and river restoration projects. In addition, the company also funds our fieldwork.

"Sustainability is a strategic choice for us at K Group and integrated into our day-to-day activities. The K Fishpath cooperation with WWF is a continuation to our long-term work for sustainable fishing. K Fishpaths events are an excellent example of how we can promote biodiversity together with WWF, our retailers and customers".

Matti Kalervo, Vice President: Corporate Responsibility at K Group

WWF's collaboration with K-Group has been very effective and brought both partners positive local visibility in all parts of Finland. We have so far freed over 40 km of streams, providing Finland's migratory fish a bit more room to mate and multiply.



Through our market transformation work with Kimberly-Clark and other partners, we have also been able to increase the uptake of forest certification across forestry companies operating in Australia.

Raising consumer awareness

Kimberly-Clark, WWF and FSC launched the Love Your Forests campaign in 2011, encouraging consumers in Australia to look for and choose FSC-certified products. The Love Your Forests on-product label linked the trusted and well-recognised WWF panda logo with the rigour of the FSC mark. A year before the campaign launch, the United Nations Food and Agriculture Organization reported that Australians used almost four million tonnes of paper every year. Despite the large demand for paper products and strong corporate commitments from forestry and paper companies to source wood and fibre more responsibly, consumer awareness of sustainable forestry and forest products was, at under 10%, low and lagged behind other major markets such as Europe and North America.

During the course of the campaign, Kimberly-Clark's leading brands, Kleenex Cottonelle, Kleenex facial tissues and VIVA paper towels all featured the Love Your Forests label. These brands supported the campaign with significant investment in consumer marketing and social media, including online, TV, in-store and outdoor advertising.

Love Your Forests

To help Australians learn about responsible forest management, and to demonstrate the business case, WWF needed strong partners. The Forest Stewardship Council (FSC) – an independent certification body dedicated to promoting responsible management of the world's forests – was a natural partner. We also needed the right corporate partner, one with prominent brands, a firm commitment to FSC certification and a willingness to lead. That partner was Kimberly-Clark Australia & New Zealand.

"Through the Love Your Forests partnership, we've been able to use the strong reputation of our brands to raise recognition and understanding of FSC certification and responsible forestry with our consumers, and have pleasingly also seen a marked uptake in FSC certification right across the tissue sector."

- Natalie Turner, Communications and Sustainability Manager, Kimberly-Clark

According to FSC Australia, the Love Your Forests campaign promoted awareness of the FSC trademark among Australian consumers which has more than doubled since 2011. The campaign has also helped to differentiate FSC products in a crowded marketplace and to communicate the company's environmental credentials.

With more and more consumers and businesses recognising the importance of responsible forest management, and choosing products that carry the FSC logo, we can slow down and reverse the threats facing our forests and secure the future of the wildlife and communities that depend on them.

Following the success of this campaign, Kimberly-Clark and WWF launched a spin-off in the USA called *Heart Your Planet* in 2017 to engage consumers in helping to save the world's forests by promoting and only buying FSC-certified forest products.

For a long time, Colombia was considered a water power. With six snow-capped mountains, 44% of the páramos (alpine tundra ecosystems) of South America, five hydrographic springs, 30 large rivers, 1 277 lagoons and more than 1 000 swamps, water is one of the country's greatest resources. About 80% of the country's population lives in two of its five macrobasins, Magdalena-Cauca and the Caribbean, that generate 75% of hydropower and 80% of the national GDP. However, the impacts of the climate crisis, mining, unsustainable large-scale hydropower and agricultural expansion are threatening Colombia's water future.

Dialogue for water stewardship

For Isagen, it is important to understand the relationship between water, energy and food, to be able to effectively contribute towards development that is in harmony with the environment. An important element of this partnership has been the *Dialogue for Water Stewardship* – a series of dialogues with key industry actors, communities and government players that aims to strengthen resource governance, management and care within priority basins.

Started over six years ago, these dialogues have resulted in some major wins, including the formalisation of 13 responsible water-use agreements with 67 community organisations, local authorities and other stakeholders from the Nare River Basin (in the Andes Region of Antioquia). This platform has also enabled us to do a full analysis of public-private instruments and mechanisms to increase the resources allocated to the protection of this river basin. It also helped us to identify the state of 169 rural aqueducts in the basin, to strengthen their functioning and improve access to drinking water for the population in cooperation with the municipal administrations.

The partnership has also facilitated the signing of memorandums of agreement for the creation of the District Agrarian 'supramunicipal' (overarching government structure) between four municipalities of the basin, Marinilla, El Carmen de Viboral, Granada and the

This has allowed progress in a large-scale planning exercise about the protection of water resources, rural areas and sustainable agricultural production.

BIBO Public Campaign

Additionally, in alliance with the national newspaper El Espectador and as part of the BIBO public campaign, the partnership has also been able to host regional and national *Meetings for Water* in different basins of the country, promoting public awareness and facilitating policy level discussions about water, its threats and the actions needed in order to maintain this resource.

"While the responsibility of water protection belongs to everyone, the public sector, specifically environmental authorities, has a leading role in giving the guidelines, policies and enforcing regulations. The other actors must support the management of water resources and must work collaboratively to influence its proper administration, conciliating local, regional and national interests. In Isagen, water is the engine of operations and is our main priority for sustainability and investment in the territories. That is why we believe that our greatest legacy should be to protect the watersheds that supply fresh water, not only for our operations, but also for the communities, the country and the future of our children."

– Camilo Marulanda López, General Manager, Isagen

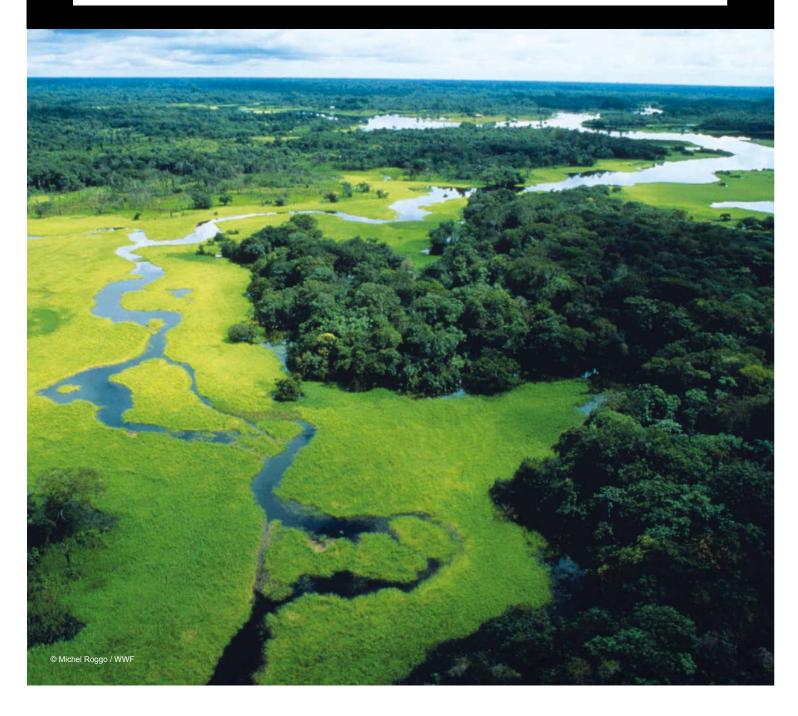
The next focus for the partnership is to ensure the implementation of the water management agreement through developing the necessary technical information and knowledge, building the capacity of different actors, ramping up communications and scaling up this work to other basins in the country.

WWF CORPORATE PARTNERSHIPS
Sanctuary.
33

FORESTS

Campaigning with Sky to halt deforestation in the Amazon

Together with Sky, we launched *Sky Rainforest Rescue* in 2009 to help protect one billion trees in the Brazilian Amazon. The partnership proved so successful that we are now working together to safeguard Marine Protected Areas - some of the ocean's most precious places.



Joining the race to halt deforestation

The Amazon is our planet's largest rainforest, with untold ecological and socio-economic importance to the region and the wider world. Yet deforestation and forest degradation from activities such as illegal and unsustainable logging, fires, agriculture and development, pose a significant threat in the region. Between 2000 and 2010, 13 million hectares of forest – an area equivalent to the size of Greece – were lost each year globally due to deforestation and degradation.

Over the six years of the *Sky Rainforest Rescue* campaign, £9 million was raised for initiatives to help prevent deforestation. This included a number of projects for local communities to make a fair living without cutting down the forest, supporting small industries such as rubber tapping and acai harvesting, both of which require a healthy, living rainforest to thrive. The partnership worked, with over 1,500 families farming in the Brazilian state of Acre and a schools programme raising awareness of environmental issues among the next generation of farmers.

Engaging and inspiring millions

Beyond the work done on the ground in Brazil, Sky broadcast engaging and inspiring programmes about the rainforest to their 12 million customers in the UK during the campaign. In addition, more than a million people visited interactive rainforest installations across the UK, 80,000 primary school children took part in the *I Love Amazon* schools programme, and Sky customers were encouraged to make forest-friendly changes to their everyday lives.

The success of *Sky Rainforest Rescue* led to the launch of the *Sky Ocean Rescue* campaign in 2017. Alongside Sky funding for WWF's ocean conservation projects across Europe, the campaign aims to shine a spotlight on the issues affecting ocean health, find innovative solutions to the plastic pollution crisis in our oceans, and inspire people to make small everyday changes to reduce their plastic footprint.

"We saw the impact we can have with our Rainforest Rescue campaign and have now with WWF taken on another critical piece of the global puzzle for a healthy planet – oceans. We've partnered with WWF again to protect our oceans, so they're resilient to challenges like plastic pollution. We're finding innovative solutions to the threats facing our oceans and sharing what we learn with government and businesses. Together we have committed to protect over 400 000 km2 of our oceans for the long term, we'll create a model and strong case for good MPA management and leave a legacy of inspired people, businesses and governments. Over five years we're donating £10 million to WWF".

- Jeremy Darroch, CEO, Sky

GET INVOLVED

In partnership, WWF accompanies each business on a transformative journey – from mapping risks and opportunities and developing joint initiatives, to catalysing sector-wide change, shaping sustainable living and restoring life on Earth.

Here are ten steps your business can take on the journey towards stewardship and sustainable transformation.



01

Know your impacts and business risks

Understanding material impacts and exposure to environmental risk is the starting point.

In the World Economic Forum's <u>Global Risks Report</u>, water scarcity, climate change, biodiversity loss and ecosystem collapse are among the most pressing environmental risks facing all sectors.

A good place to start your sustainability journey is to using tools like the <u>Natural Capital Protocol</u> to assess environmental risks and dependencies and improve value chain management, or the enhanced WWF <u>Water Risk Filter</u> that enables companies and investor to assess and respond to water risk.





02

Set Targets

Creating milestones and using standards will help demonstrate progress.

Having a comprehensive plan for value-chain sustainability, including time-bound goals and science-based targets, is essential.

A plethora of sustainability standards for commodities like timber, soy and palm oil enable companies to track progress on resource stewardship. This also ensures security of supply and attracts investment. WWF can help you to identify the standard that is right for you.

The multi-stakeholder Science Based Targets Initiative, for example, enables companies to set science-based emissions targets to keep global temperature increase below 2 $^{\circ}$ C and boost competitiveness in a low-carbon economy. Also, WWF is working in collaboration with other NGOs to establish science-based targets for other impact areas.

Collaborate with peers

Collaborating with peers can improve efficiency and sustainability.

Collaborating with others and participating in sectoral or cross-sectoral platforms such as the <u>Sustainable Apparel</u> <u>Coalition</u> and the <u>CEO Water Mandate</u> have become common practice.

Working pre-competitively, apparel brands like H&M Group and M&S apply the <u>Higg Index</u>. This is an agreed set of environmental and social criteria that enables them to measure a company or product's sustainability performance and make improvements that benefit workers, local communities and the environment.



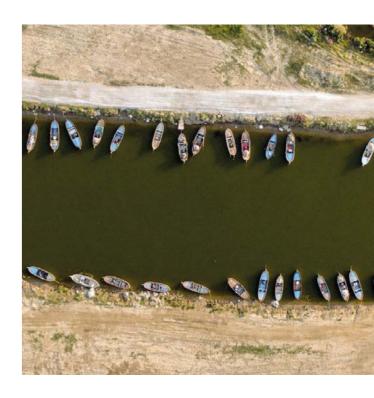
05

Define your purpose and pivot business models for sustainability

A clear company purpose that drives business and sustainability can help customers to make informed choices and live more sustainably.

Food, energy and water are critical resource challenges for any company, and offering sustainable products to customers has become standard practice for many. Plastic pollution is now receiving the attention it deserves, focusing attention on circular and regenerative business models.

Although their journeys are not yet complete, supermarket <u>EDEKA</u> is transforming its product portfolio, caterer <u>Sodexo</u> is developing <u>sustainable menus</u>, IKEA is promoting <u>sustainable living</u>, H&M is aspiring to be <u>100% circular</u>, and <u>M&S</u> is positioning itself as the world's most sustainable retailer.



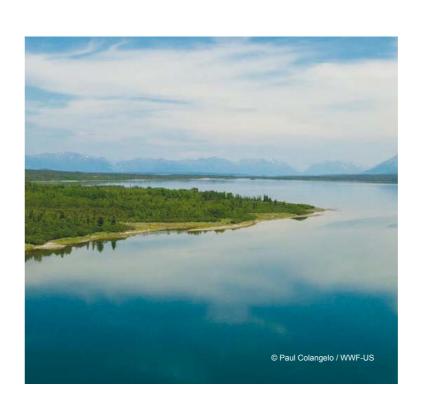


Embrace radical transparency

Being open and transparent about challenges as well as achievements underpins your social licence to operate.

Transparency is key to achieve transformation at scale. Disclosing your company's sustainability performance can create incentives for other companies in your sector to follow suit and support cross-sector collaboration for sustainability. There is also a lot of value in companies sharing the lessons learned through their sustainability journeys with peers and other stakeholders.

Since 2014, WWF has disclosed information on all corporate partners as part of our own effort to be accountable and transparent about our corporate partnerships.



06

Invest in nature

Looking across the landscapes where you source materials and energy, and investing in nature with others, can deliver transformative change.

Reversing environmental decline often requires a <u>landscape</u> <u>approach</u> that looks beyond company and sector boundaries and addresses conservation and development.

Michelin is working with suppliers and regional governments to encourage the sustainable production of natural rubber, and the company's zero deforestation policy has encouraged competitors like Bridgestone, Goodyear and Continental to embark on their own sustainability journeys.

Companies can work with WWF's <u>Landscape Finance Lab</u> which blends public, private and impact investment, and take action for nature at scale.



Be an advocate for nature

Calling for the protection of life on Earth is the new sustainability frontier.

Reaching and influencing decision-makers and billions of consumers are key in driving more sustainable behaviour and addressing systemic challenges. But no organisation can meet this challenge alone.

Next year, 2020, offers a once-in-a-generation opportunity for a New Deal for Nature and People to encourage governments, business and civil society to invest in natural systems. Just as business action and advocacy helped to secure a climate deal in Paris in 2015, it can help to supercharge global efforts to reverse nature loss in a way that benefits business. Get involved by joining Business for Nature, a new global coalition uniting the business voice for a nature. Having the courage to be a pioneer and using your authority and credibility can inspire others to advance social justice and sustainability.



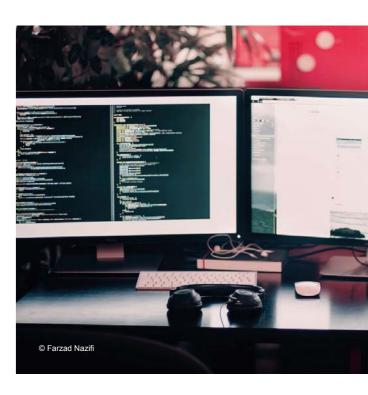
09

Leverage new tech

Using new technology can support innovation and help meet milestones.

New technology is helping leading companies to innovate and revolutionise supply chains. The Pacific Islands' tuna industry, for example, is using blockchain to help stamp out illegal fishing and human rights abuse.

WWF and BCG Digital Ventures have launched the revolutionary <code>OpenSC</code> digital platform that tracks food and products, and helps consumers and businesses to avoid illegal, environmentally damaging or unethical goods via a simple scan of a product QR code.





08

Innovate for sustainability and deliver on the SDGs

Putting sustainability at the heart of innovation and using the SDGs to shape outcomes offer the best return on investment.

The Sustainable Development Goals (SDGs) and the Paris Climate Agreement provide a universal agenda for change with significant business opportunity. The SDGs could create 380 million jobs and unlock \$12 trillion – but only through partnership.

For Unilever, partnerships are at the core of realising its Sustainable Living Plan. The company recently joined forces with GlobeScan to explore how public and private finance can support new forms of collaboration that deliver transformational change. Key elements for success include shared goals, the right partners for the task at hand, materiality for everyone involved, and perseverance, commitment and flexibility.



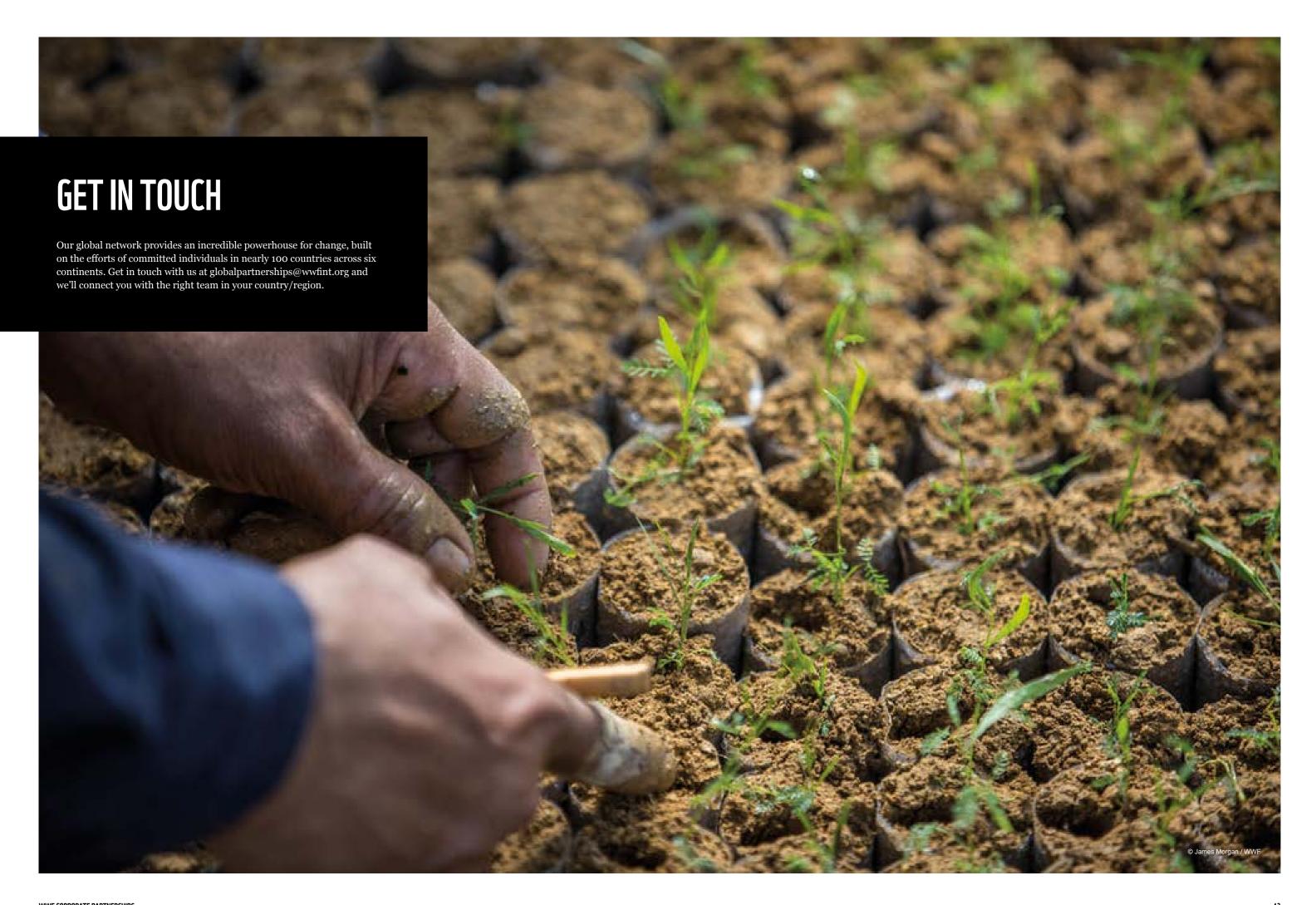
10

Ask for help

If in doubt, ask for help.

If you're still not sure where to start please get in touch. The time to act is now.

Whether you're at the beginning of your sustainability journey or a business leader ready to spearhead innovation, accelerate sustainability and restore nature, we are ready to collaborate. Take the first step – contact WWF Global Partnerships.







Working to sustain the natural world for the benefit of people and wildlife.

together possible panda.org

© 2020 Paper 100% recycled

© 1986 Panda symbol WWF – World Wide Fund for Nature (Formerly World Wildlife Fund) ® "WWF" is a WWF Registered Trademark. WWF, Avenue du Mont-Bland, 1196 Gland, Switzerland. Tel. +41 22 364 9111. Fax. +41 22 364 0332.

For contact details and further information, please visit our international website at www.panda.org